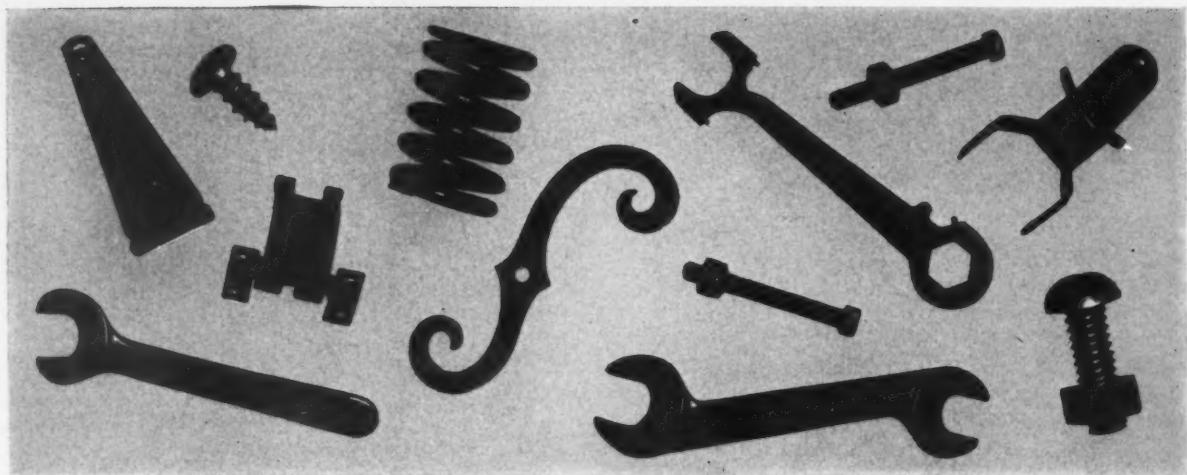


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MANUFACTURERS' ASSOCIATION OF CONNECTICUT, INC.
VOL. 24 - NO. 10 - OCTOBER, 1946

L. M. BINGHAM, Editor

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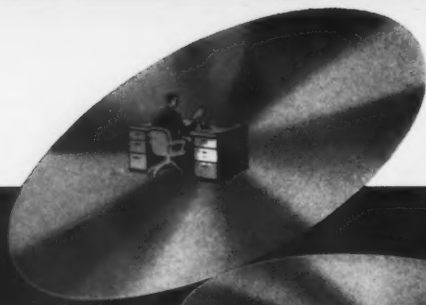
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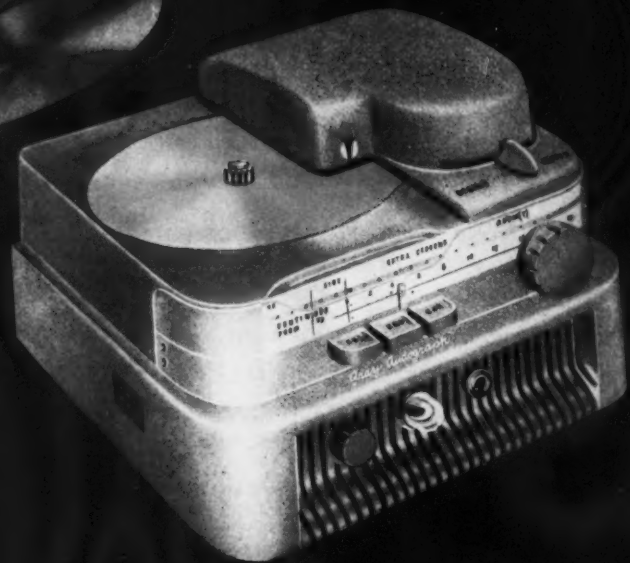
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Published monthly by the Manufacturers' Association of Connecticut, Inc., with executive offices at 416 Capitol Avenue, Hartford, Connecticut. Entered as second-class matter January 29, 1929, at the post office at Hartford, Connecticut, under the Act of March 3, 1879. As the official magazine of the Manufacturers' Association of Connecticut, Inc., it carries authoritative articles and notices concerning the Association activities. In all other respects the Association is not responsible for the contents and for the opinion of its writers. Subscription Rates: \$4.00 for 3 years; one year, \$1.50; 20¢ a copy. Subscribers should notify publisher promptly of changes in address. Advertising rates on application.



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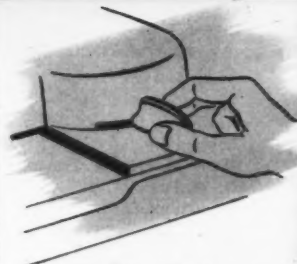
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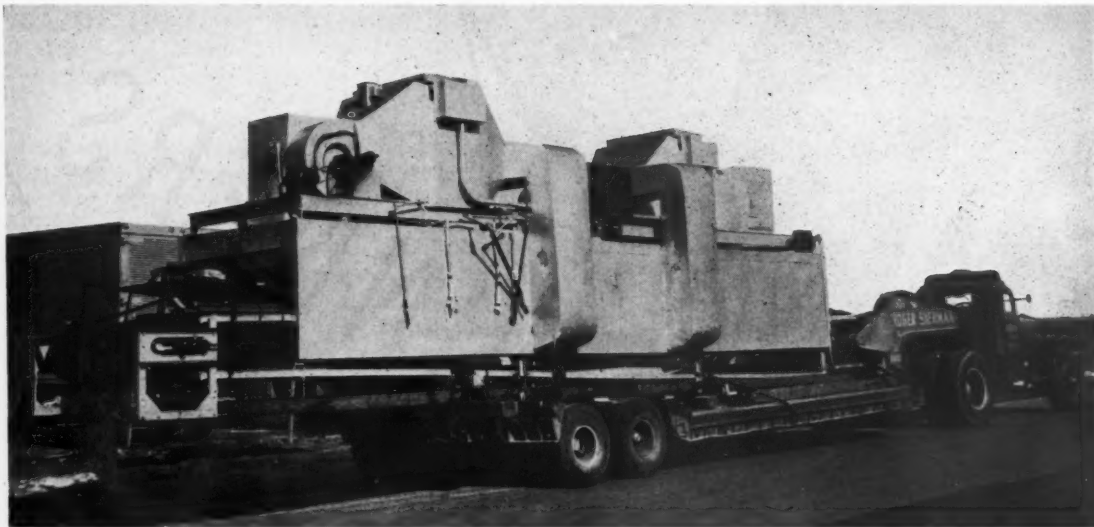
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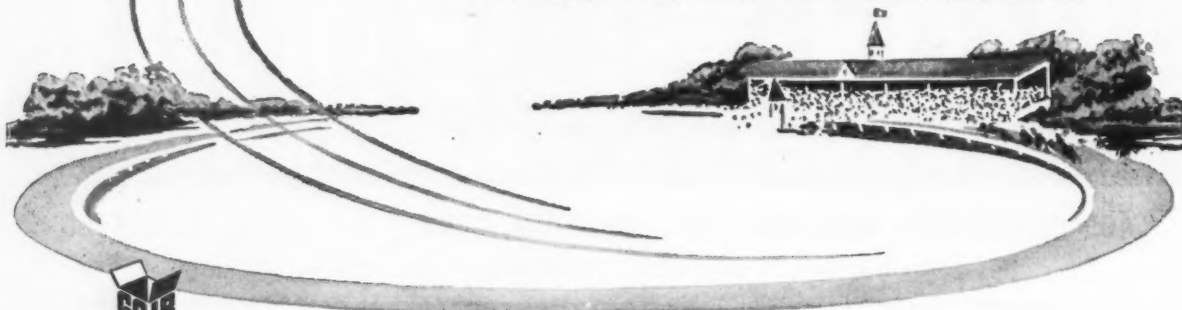
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Help for the Disabled— A Year-Round Policy

By ALFRED C. FULLER, *President*



ALTHOUGH the observance of "National Employ the Physically Handicapped Week" from October 6th to 12th served as a fitting reminder that the physically handicapped should be given every opportunity to qualify for the many jobs of which they are capable, employers in industry and all other fields should incorporate the spirit of this week into their year-round hiring policy. To do so is not charity, even though the charitable motive may be the predominant one leading to the organization of such a policy. Instead, it is just plain common sense, or hard-headed business logic.

Let us take a look at the facts. In the first place a person who is disabled in some way, whether he is a veteran or civilian, will usually make every possible effort to avoid being the subject of charity with its consequent loss of self-respect. Instead, he wishes to find work suitable to his unimpaired abilities or acquire new skills which will permit him to be a self-supporting citizen where he can preserve his self-respect and become an asset rather than a liability to himself as well as to his family, employer and community.

Now let's look at the problem from the employer's angle. He has much to gain by giving priority to the physically handicapped, especially veterans, on all possible jobs in his company which they are capable of performing. Numerous studies by the U. S. Department of Labor, the Veterans' Administration, our own Connecticut Department of Vocational Rehabilitation and many other groups, have proved beyond any reasonable doubt that physically handicapped persons have set up work performance records in the matter of efficiency, safety and attendance equal or better than the average able-bodied workers. Beyond that, the physically handicapped person, who is placed on a job he likes and is qualified to perform efficiently, usually gives a higher degree of loyalty for fair treatment than now rendered by the average able-bodied worker. Such loyalty, in terms of efficiency, low accident frequency and longer continuity on the job, is a genuine asset which will be reflected ultimately on the credit side of the employer's balance sheet.

Looking at the problem at the community, state and national levels, every job discovered and filled by a person who would otherwise receive a pension or some form of aid, helps to lower the tax burden, which helps not only em-

ployers, but all taxpayers, directly or indirectly. From a purely selfish angle alone, therefore, the discovery of jobs disabled persons can perform, and the filling of them, warrants a continuing organized community effort, with the leading business men from all fields as its leaders.

While it is recognized that on-the-job training for disabled veterans or civilians frequently presents some formidable and sometimes impossible obstacles, that is no sound reason for employers, both industrial and non-industrial, failing to make an aggressive attempt to discover a way to by-pass such difficulties, either through off-the-job training, or a combination of both "on" and off-the-job training programs.

Under the compulsion of war-time need, hundreds of skilled jobs were broken down and rigid pre-employment physical examination practices changed to permit the hiring of additional unskilled men and women, both able bodied and physically handicapped. The urgency of placing 250,000 or more physically handicapped veterans of World War II alone, and keeping them employed, not to mention many other disabled veterans and civilians, should be readily apparent when we consider alone the cost of supporting them from taxable funds. What is even more important to the continuance of our democratic way of life is that these men and women who fought to protect our liberties should be given every opportunity to retain their self-respect by being permitted to support themselves by their own efforts rather than become frozen assets.

To permit handicapped men and women with useful abilities to become wards of the state is to undermine not only their own characters, but also to bring discredit upon democratic government—in fact to endanger it by creating large pockets of discontent. Yes, we owe the disabled veteran priorities on every job he can do or can be trained to do. Let us, as employers, examine our job possibilities and adjust, if necessary, our pre-employment physical examinations to give them every opportunity we can discover. Let us make jobs for the disabled a year-round policy.

POLLUTION OR SOLUTION

By RICHARD MARTIN, *Director, State Water Commission*

THERE ARE two potent reasons why Connecticut and New England industries or municipalities can no longer afford to knowingly pollute streams or other bodies of water if there is any reasonable or equitable method of avoiding it. The first is that any company which continues to "pollute a stream or harbor is advertising an apparent lack of concern for public good will at a time when progressive industrialists are making every effort to achieve good relations with the public and their employees." A second reason is that the federal government will soon take a hand in the abatement of stream pollution, in a manner far more costly and impracticable than now afforded, unless industry and municipalities quickly respond to the appeals for pollution control now being made by the State Water Commission of this and other states. Mr. Martin tells in this article what some industries have done to purify their wastes, what the costs are and what the overall pollution situation is at the present time.

A HIGH-GRADE concern recently completed arrangements to locate in a Connecticut town after careful scrutiny of the merits of dozens of sites throughout the East. The company needed 2,000,000 gallons of clean water daily and an opportunity to discharge its industrial wastes into a waterway—after proper treatment of course—without causing a nuisance to its neighbors. Vast quantities of clean water are also needed by many of Connecticut's most desirable industries and by others which might like to locate here.

A plentiful supply of water of good quality is the all-important factor in the constant struggle of any community to maintain and increase its industrial, agricultural, recreational and residential assets. Use in the home comes first, but opportunities for both employment and recreation are also dependent on the availability of water. No area will grow in population or prosperity beyond its ability to provide enough suitable water.

Connecticut's supply is strictly limited. Wild and cultivated crops drink up one-half of our annual rainfall.

Evaporation and excess run-off during flood and freshet cause the loss of much precipitation before it can be used. Pollution is the greatest waster of Connecticut's most valuable natural resource by preventing its maximum utilization. We can meet all our needs for water, particularly during the critical summer period of low stream-flow, only by conservation practices.

Disposal of wastes in a waterway is necessary. It is proper only if the wastes are treated to make sure that the rights of others, to fulfill their needs and desires, are not impaired. Adequately treated, the wastes from several industries may be discharged into a stream or harbor which through self-purification alone is unable to cope with the untreated wastes from one.

Generally speaking, our plants and homes are huddled together and not nicely spaced to give Nature sufficient elbow room to perform her miracles. After water supplies are turned into industrial wastes or sewage they quickly reach other factories and municipalities and our swimming, fishing and boating areas.

Industry consumes nearly one-half of the total volume of water used from our public supplies. Pollution control increases the availability of other sources of industrial water and decreases the need for expansion of public water systems.

A corporation which pollutes a stream or harbor is advertising a seeming lack of concern for public good will at a time when modern industrialists are making every effort to achieve good relations with the public and with their employees. Correction and prevention of an offensive condition is good business and a sound investment. A clean stream or harbor is a thing of pleasure, whether one enjoys boating, fishing, sun-bathing, hunting, a water-front cottage, or just plain sitting on a rock.

Pollution by domestic sewage and by all but a relatively few industrial wastes can be abated and controlled efficiently and economically.

A paper manufacturing company by the addition of alum and sedimentation is treating its wastes satisfactorily for discharge into a small brook,



CONNECTICUT STATE WATER COMMISSION. Connecticut's program for the control of pollution of its waterways, established by Chapter 142 of the General Statutes, is administered by the State Water Commission composed of Brigadier General Sanford H. Wadhams, Chairman; Mr. Edward J. McDonough, President of Standard Foundry, Inc., Hartford; and Dr. G. Albert Hill, Wesleyan University, Middletown. Mr. Richard Martin is Director.

Left to right: Mr. McDonough, Mr. Martin, General Wadhams, Dr. Hill.

at an expense of seven cents per 1000 gallons.

Equally satisfactory results are achieved with simple sedimentation by a company making a different type of paper product, at a cost of 12 cents per ton of finished goods.

Another paper making concern completed arrangements this year to abate pollution which had been the source of much complaint. Even at today's prices for construction and equipment, the total cost of amortization, interest and operation of settling equipment amounts to approximately 25 cents per ton of product.

Abatement of pollution from a laundry created continuing public appreciation and good will, at a cost of 15 cents per 1000 gallons.

The cost of treating the wastes of a woolen finishing company by chemical precipitation is estimated at less than one-half of one per cent of the sale price of the cloth.

Twenty-six cents per ton of product is the cost of chemically treating the waste from another textile mill.

An iron fabricating concern by chemical precipitation is protecting a fine stream at an expense of 25 cents per 1000 gallons.

A proposal to treat wastes from all the major industries in one city, as a cooperative enterprise, can be carried out at a cost of 15 cents per 1000 gallons, an infinitesimal part of the value of the goods produced.

Water and sewerage service combined can be had in the average Connecticut community for less than \$2.50 per month for a family of five.

The per capita cost of treating sewage, including amortization of bonds, interest and treatment plant operation, varies from 1 to 2 cents per week.

The cost of installing a public system of collecting sewers and of building and operating a sewage treatment plant ranges from 5 to 7 cents per ton of sewage.

Even with the inflated prices of today we still hear the expression "dirt cheap." But dirt is more expensive than clean streams.

Federal or State Control—Which?

Many people believe that Connecticut and the other States cannot solve the stream pollution problem. Sincere in their anxiety for the condition of our waterways, they demand a federal law to abate pollution, but not because they prefer federal control. Regulation from Washington of industrial waste discharges is constantly



WASTE TREATMENT at the Gilbert & Bennett Mfg. Co. starts with the collection of all wastes in this receiving and equalizing basin.

being advocated by various sportsmen, associations for community planning, civic leaders, engineering societies, conservationists, state and municipal officials and businessmen. The only answer to their arguments before Congress is the demonstration by Connecticut industry in cooperation with the State that federal enforcement is not necessary.

Led by Representative Fred Vinson,



TOP VIEW OF MARX SAVEALL installed at National Folding Box Company by Chicago Bridge and Iron Company. Suspended solids settle through a large opening in the bottom of a middle cone and are drawn off at the bottom of the outer cone while the treated water is drawn off at the top from between the two cones.

now Chief Justice of the Supreme Court of the United States, Congress passed a federal pollution control bill several years ago. It was vetoed by President Roosevelt, not because he opposed the basic principle of the law but because it did not provide for executive control over administration of funds. At a subsequent session the Senate and the House each passed a federal pollution bill but Congress adjourned before a Conference Committee had time to compromise minor differences. Within the last few months the Rivers and Harbors Committee of the House of Representatives favorably reported a bill to make the Federal Government responsible for enforcement of pollution control regulations.

Unless industry demonstrates its willingness to abate pollution under State control it is only a question of time before public opinion compels the Federal Government to take full charge. Federal legislation and regulations necessarily will be written to apply to the entire country. They cannot make allowances for conditions peculiar to any one State.

The advocates of dividing this country into various River Valley Authorities will use any scrap of evidence as a peg on which to hang their schemes for social and economic management of our lives. Flood control was the excuse for TVA and pollution control might well be the peg for a New England Valley Authority.

Indiscriminate discharge of industrial waste violates the Common Law

(Continued on page 31)

The Use of Conference Procedure in Supervisory Training

By VINAL JONES, *Educational Supervisor, Connecticut State Department of Education*

IT seems to be a natural human trait to hold conferences of one type or another. The serpent held one with Adam and Eve "and did tempt them"; the group around the stove in the country store hopefully attempts to solve the world's problems; Bill Anderson, the Plant Manager, goes into conference with his foremen to lick a knotty shop problem. In other words conferences constitute an exchange of opinion. They not infrequently involve attempts to reach conclusions. Whether or not they do serve a function in evaluating ideas and reaching logical conclusions depends upon their being definitely organized for that sole purpose. And not only that but to what degree they motivate the participation of each individual involved in the discussion.

For the purpose of this article, then, let us say that an organized conference is held for the definite purpose of solving many types of industrial problems through group discussion, and thereby profiting from the pooled experience contained within the group itself.

As a matter of local state history it is interesting to recall that Connecticut, in 1926, was the first state to

sponsor through your own Manufacturers' Association, the use of the conference procedure or organized conference. This procedure was originally developed by the United States Department of Education under the leadership, and as a result of the original experimental industrial work, of Dr. Charles R. Allen, now deceased. For years attention had been focused solely upon the training of technicians and production workers, but little or no attention had been paid to the training, or progressive education, of foremen and supervisors—that middle management group so essential to the proper functioning of production and employer-employee relations.

Out of this experimental industrial research were developed the techniques, or ways of organizing the thinking of conference groups, since then, and still known as, the conference procedure.

Of first, and primary importance is the fact that the leader be familiar with these techniques. He does not function as a chairman or as an instructor, but as an intermediary through whom the discussion is organized, the pertinent factors leading to definite conclusions are correlated

and classified, and the final result summarized for the group as the substance of its own thinking.

Let us for the moment assume the leadership of such a conference. We first point out the obvious fact that each individual in the group has ideas even though they may vary widely in their bearing upon the problem under discussion. Nevertheless in tossing these ideas into the common pool of know-how present in the group we do invariably develop some "area of common agreement." The leader's function then is to focus their thinking, knowledge, and experience, and to promote a friendly, free, and open discussion of the problem with each member participating. By so doing it is invariably found possible to enlarge this "area of common agreement." And, by the use of the blackboard, it is practical to show objectively the gradual enlargement of this "area" as it develops progressively.

If the group thinking shows a tendency to diverge, or stray from pertinent facts and data having a bearing upon the concrete solution of the problem, the trained Leader has little difficulty in controlling the discussion by asking to what extent this diversion reflects the group thinking and its bearing upon a solution of the problem as stated upon the board. If one or more side discussions materialize, as they not infrequently do, the leader may bring the thinking back on an even keel by saying to one of the individuals involved, "Bill, you've been threshing out something with Harvey over at the end of the table. What is your reaction to the point being considered at the moment?" If Bill is honest, as he usually is, he'll probably answer, "Sorry, Jim, better attention next time." The leader occasionally has to deal with the too talkative member. But since there are no rules such as bind a chairman to parliamentary procedure he might say, "Thanks for the contribution, George. You have a good thought there," and, turning to one of the more silent members of the group, "What's your slant on this

(Continued on page 29)



40 HOUR LEADERSHIP INSTITUTE CONDUCTED by the State Dept. of Education during the week of May 20, 1946 at Bigelow-Sanford Carpet Company, Thompsonville, for supervisory personnel. Left to right (seated): Richard Rugen, Warren Woolen Co.; Allen Pease, employment manager, Bigelow-Sanford; John Adan, superintendent, Cyril Johnson Company; Wm. Fuge, Jr., engineer, Bigelow-Sanford; Roger McNamara, standards department, Bigelow-Sanford; Al O'Dell, Cheney Brothers; Willard Furey, training supervisor, Bigelow-Sanford; George Rich, superintendent, Bigelow-Sanford; Vinal Jones, Conn. State Dept. of Education; John Gagnon, training director, New York, Bigelow-Sanford. Standing: S. Y. Spaulding, supervisor and foreman training instructor for the Conn. Dept. of Education.

Telephone Service to Connecticut Industry

By WILLIAM W. WREN, Vice President, The Southern New England Tel. Co.

WITH TELEPHONE SERVICE looming so large in today's struggle to beat inflation with production despite shortages, *Connecticut Industry* asked Mr. Wren to tell what the Southern New England Telephone Co. is doing to speed that service for the benefit of industry and the welfare of the State as a whole. He tells an interesting and hopeful story of phenomenal accomplishment and future programming you can't afford to lay aside until you have read it.

No previous year, war or peace, has seen such expansion in Connecticut's telephone system. The demand is without precedent. The measures set up to meet it have themselves set all-time records for The Southern New England Telephone Company. Work on present and future plans is rolling ahead in a half-dozen different directions at once.

As for demand, we thought V-J Day was a real record-breaker. Now, just over a year later, almost any business day puts V-J Day in the shade. We are handling an average of 500,000 more calls each day than we were a year ago. Local calls are up 20 per cent, while out-of-town calls have in-

creased 30 per cent. The increase in out-of-town calling is greater than in almost any other area of the country, while the speed of service on calls placed in Connecticut is among the fastest.

In the year ending July 31, 1946 we installed 125,300 telephones in Connecticut. With allowance for disconnections in the same period the 561,549 telephones serving the state represent a net increase of 67,993 in the past twelve-month period. Of 35,000 orders held on V-J Day, only 500 remained unfilled a year later.

The highest previous annual increase in telephones was 38,720 in 1941—and the once-remarkable "boom

year" growth of about 21,000 telephones in 1929 appears small in comparison.

Special Program for Industry

All this has to do with providing telephone service. That is just one side of the Connecticut telephone story for our job is not done when we have made service available. No less vital is our responsibility to our customers to see that they have the kind of service they need, and make the best use of what they have. To this end our force of customers' service representatives is continually at the service of Connecticut industry.

(Continued on page 32)



THE CAMPAIGN INSTITUTED by the telephone company to help Connecticut industry get better out-of-town service includes a number of specially prepared printed pieces, of which these are typical.

Through 95 Years With Waterbury Farrel Foundry

THE STORY OF THE FOUNDING AND GROWTH OF ONE OF NEW ENGLAND'S OLD-LINE INDUSTRIES WHICH HAS PIONEERED IN THE MANUFACTURE OF METAL-WORKING MACHINERY FOR NEARLY 100 YEARS.

THIS IS THE SECOND in a series of articles about the origin and development of Connecticut's industries, which have been published since V-J Day. CI plans to continue this series in future issues to promote a better understanding of the facts behind Connecticut's high rank among the states as a producer of manufactured products.

THE Waterbury Farrel Foundry and Machine Company, Waterbury, manufacturers of a vast and varied assortment of metal-working machinery, was founded March 5, 1851. The original organization was known as the Foundry Company—a joint stock company with \$20,000 capital. The officers were Charles Benedict, president; H. S. Champion, secretary and Almon Farrel, manager. Mr. Farrel was the motivating spirit of the infant company and was largely responsible for its early growth. On April 8th, following its organization, the newly formed company purchased the property of the Waterbury Iron Foundry Company, which was located on the Bank Street site of the present plant. Today that plant occupies a land area of more than seven acres of adjoining territory (including an iron foundry one acre in area, with a ca-

capacity of 50 tons per day), and employs approximately 900 people, the majority of whom are skilled mechanics, molders and apprentices.

Influence of the Brass Industry

Waterbury, which is today known as the "Brass Center of the World," is located in the Naugatuck Valley where the brass industry has flourished for a century or more and it is this fact that influenced in large degree the trend in the Company's expansion since its pioneer days. At first devoted to foundry work, the Company soon acquired a machine shop and began the manufacture of machine parts and accessories which were in demand by the neighboring brass factories. The Foundry Company could well have been described as a neighborhood machine shop. It was in those early days that a firm foundation was laid by Mr.



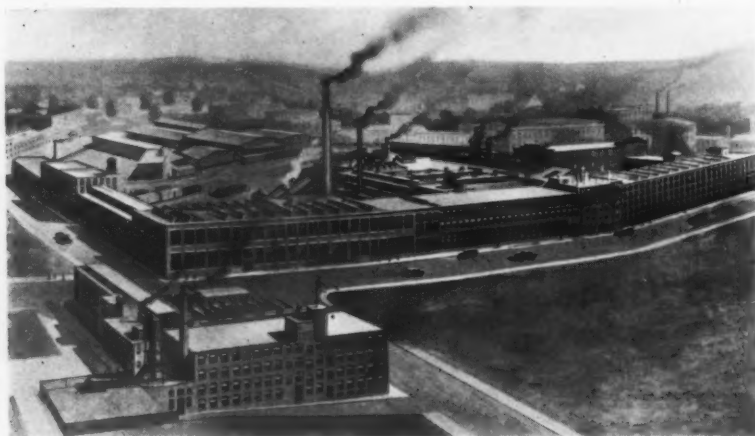
PARTIAL VIEW of plant and office as it appeared in 1891.

Farrel for what was destined to become a large and influential machine building organization.

Mr. Farrel was a millwright by trade, who, at the early age of eighteen, had started in business for himself. Doctor Bronson, in his "History of Waterbury" pays tribute to his ability and integrity as a businessman in the following words: "There is probably no man in the State who has superintended the construction of so many first-class mills and manufacturing establishments. He was noted for the strength and permanency of his work. Whatever he put his hand to was carried through successfully, not always expensively, but with good judgment and thorough workmanship."

Mr. Farrel was succeeded after his death, May 31, 1857, by Edward C. Lewis, an understudy of Mr. Farrel's who, between the years 1857 and 1880, became mainly responsible for the Company's expansion in the machinery building field. Mr. Lewis had reorganized the Company in 1857 as the Farrel Foundry and Machine Company.

Edward Cuffin Lewis was born in North Wales and came to America with his parents in 1831, a lad of six. The family located in Bridgeport,



PRESENT PLANT of the Waterbury Farrel Foundry and Machine Company showing the Waterbury Machine Company plant, acquired in 1911, in the foreground.

where Edward received a common school education and then went to work at an early age in the cotton and woolen mills in that locality. He then became an apprentice in the Bridgeport Iron Works, a concern in which he later became part owner and manager. In 1849 he was made foreman of the Farrel Foundry and Machine Company of Ansonia, where he exhibited so much executive ability and such a thorough knowledge of the business, that he was selected by Mr. Farrel as foreman of the Foundry Company. Mr. Lewis became closely identified with business interests in Waterbury and his enterprises were uniformly successful. During the course of his business career, he became actively interested in twenty-seven different manufacturing concerns and owner of a large amount of real estate. He was a public spirited man but not active politically, except that he served in the State Legislature in 1884, on the Common Council and on the Board of Police Commissioners of Waterbury.

Being a man of unusual ability and dynamic force, Mr. Lewis proved a worthy successor to the founder. He surrounded himself with engineers and executives of outstanding ability, who were later to figure prominently in the development of the business. Among these were George B. Lamb, who was destined to be named superintendent in 1871 and William E. Fulton who later became president of the Company.

Activities Expanded

As the demands of the brass industry increased, the Company's activities under Mr. Lewis expanded to include not merely the manufacture of machine parts (as in the pioneer days), but also the design and construction of complete machines of various types to meet the requirements of the fast growing brass industry, as well as of the numerous metal goods manufacturers which had sprung up in the community. Included were machines for making sheet and strip metal, rods and tubing (Rolling Mills and Draw Benches), as well as machinery for fabricating various metallic articles, such as rivets, brass buttons, kerosene lamp burners, fasteners and eyelets, cutlery, ornamental goods, clocks and watches, hardware, etc. The machinery embraced rolling mills and accessories; foot, screw and power presses; rivet machines; drop hammers; and numerous special machines and equipment.



AMERICAN INSTITUTE DIPLOMA, bearing signature of Horace Greeley, awarded to Waterbury Farrel Foundry in 1869.

The Reorganization of 1880

On July 1, 1880, the Company was incorporated under its present name as a joint stock concern with an invested capital of \$100,000. The new officials included: Edward C. Lewis, president; William E. Fulton, secretary and treasurer; and George B. Lamb, superintendent. The growth of the Company from the date of its reorganization to the year 1896 was phenomenal, its business increasing in volume more than four-fold. Mr. Fulton was not an engineer. He was, however, an executive of the highest type and a humanitarian. He was largely responsible for the creation of a strong bond of loyalty and cooperative spirit between employer and employee which permeated the industry with a spirit of goodwill and contributed in no small measure to the marked success that the Company enjoyed throughout the Lewis administration and subsequently. Mr. Lamb's function in the success of the Company during Mr. Lewis'

administration was centered in the design and construction of machinery. He was an outstanding engineer reputed for his practical ideas and keen mechanical conception. Furthermore, he was a builder who insisted on the highest quality in material and workmanship, factors of utmost importance in the manufacture of a dependable product.

Since those early days, each type of machine has been developed into a complete group of sizes and designs, oftentimes resulting in a specialized line, as for example, rivet machines which are now but a small part of a full family of cold-heading machines used in the making of bolts, screws, rivets, nuts and similar cold-forged parts produced in large quantities and at high speeds from cold-drawn wire. Also, the power press group has been developed and expanded so that the Company now manufactures not only the standard types of presses but also special purpose machines used in the manufacture of small arms ammuni-

tion, collapsible tubes and thousands of small articles fabricated from strip metal in large quantities, as well as machinery used in Government Mints for making coins and medals.

The Two Fulton Administrations

Following Mr. Lewis' death October 24, 1901 at the age of 75, Mr. William E. Fulton became president; Mr. George B. Lamb, vice president and general manager; and Mr. David C. Griggs, secretary. In 1906, Captain Patrick F. Bannon, who entered the employ of the company in 1874 as one of its first apprentices and who had advanced to foremanship in 1882, was named general superintendent. Mr. Lamb, who had devoted 42 years of his life to the expansion and development of the Company, died February 21, 1913 at the age of 64. He was succeeded as vice president by Truman S. Lewis, son of the former president, who resigned in 1916 and was succeeded as vice president and treasurer by W. Shirley Fulton, son of the president.

The eighteen years between 1901 and 1918 was another era of phenomenal growth during which sixteen buildings were erected or acquired, representing an investment, exclusive of equipment, of over \$575,000. This investment included the addition to

the Company's manufacturing facilities in April, 1911, of the manufacturing resources and goodwill of the Waterbury Machine Company which since has functioned as a part of the parent organization. This subsidiary had been engaged in the manufacture of wire drawing machines, eyelet machines and various other metal-working equipment, all of which were thereby added to the already wide variety of Waterbury-Farrel products. President William E. Fulton retired from active business in 1919 and was succeeded by his son, W. Shirley Fulton, who continued also as treasurer. Before his retirement, Mr. William Fulton had been instrumental in the organization, February 18, 1919, of the Veterans Association, which is limited in membership to employees who have been with the Company twenty years or more. The original group included 87 veterans and its first president was David C. Griggs. This organization has since grown in membership so that at present there are approximately 270 twenty-year veterans.

The Company experienced another serious loss in the death on October 19, 1924 of its vice president and general superintendent, Captain Patrick F. Bannon, after a half century of continuous and faithful service. He

was succeeded by the present general superintendent, William J. Secor.

In 1930, W. Shirley Fulton resigned as president and treasurer, resulting in the formation of the following executive board: Chairman, W. Shirley Fulton; President and General Manager, D. C. Griggs; Vice Presidents, R. L. Wilcox and Z. P. Candee; Treasurer, F. L. Squires; and Secretary, W. D. Pierson. Messrs. Wilcox and Candee, chief engineers in the heading machinery and press machinery groups respectively, were first elected vice presidents in 1928 and they continue together with Messrs. F. S. Van Valkenburg and I. H. Tolles as the Company's quartet of departmental engineers, the former in the wire drawing machinery department and the latter in the rolling mill and draw bench division.

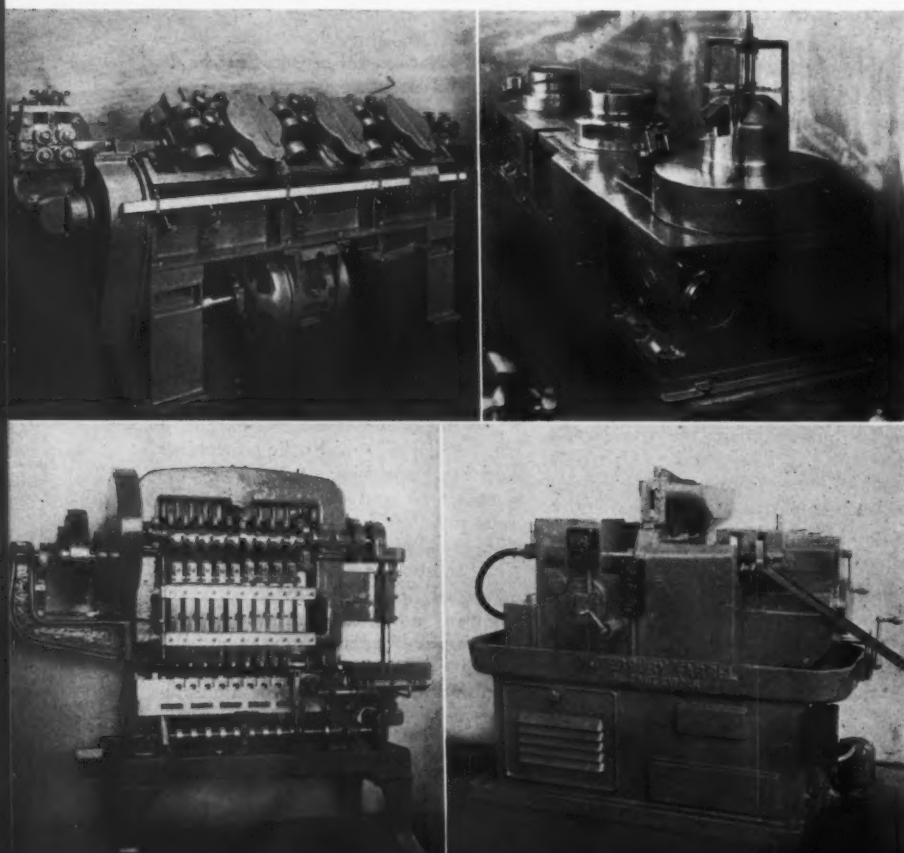
In retrospect, the epochal fifty-year span between the reorganization of the Company in 1880 by the dynamic E. C. Lewis, and the retirement in 1930 of President W. S. Fulton and the death of his father, W. E. Fulton (both occurred in the same year), may be appraised as a period in which the Company's business continued on a firm up-trend. Its business had increased steadily in volume, reaching out first to the markets of the Middle West, then to the Pacific Coast and eventually to foreign markets in both hemispheres. Sales offices had been established in New York and the Middle West and foreign agencies in England, on the European Continent and in Asia.

Between 1930 and the present writing (1946), but three changes have occurred in the official family: Treasurer Squires died in 1932 and was succeeded by Mr. L. S. Reed. Secretary W. D. Pierson passed away in 1939 at which time Mr. E. A. Anderson became secretary; and Mr. W. Shirley Fulton retired as chairman in 1941.

Apprenticeship Training School

A high degree of mechanical skill and know-how is required to build

(Continued on page 30)



A REPRESENTATIVE SELECTION of Waterbury Farrel machines: (Top, left) Six housing Tandem Rod Mill with Straightener and coiler; (right) three block Wire Drawing Machine of modern design. (Bottom, left) Ten plunger Cam Eyelet Machine. These machines, built in several sizes, are in reality multiple plunger presses, ingeniously tooled to produce all sorts of non-ferrous articles out of strip brass or aluminum; (right) Automatic Nut Tapper, an exclusive Waterbury Farrel design.

Management Research

By H. R. GOGAY,* *Director of Research, Sterling Research, Inc., Stamford, Conn.*

"The dogmas of the quiet past are inadequate to the stormy present. . . . As our case is new, so must we think anew and act anew."—Abraham Lincoln.

THE tempo of social and business life has so quickened that it is difficult, almost impossible, for an individual to keep pace with even the headline developments as they occur. This is increasingly true in the case of industrial management in regard to a need, and also a demand, for information. Trade magazines have multiplied daily and there are literally hundreds. Professional societies are pouring out a flood of pamphlets and papers. Viewing industry as a whole, this plethora of information is necessary and desirable, but from the standpoint of an individual executive it presents an impossible problem to sift and dig out the facts that are pertinent to his own business and the problems that confront him.

Big business does not "jes grow" like Topsy. It results from clear, objective, well thought-out plans, and the adoption of policies and acquisition of personnel to implement the plans.¹

The future of the smaller businessman depends not on how much he can borrow, but rather on how

¹ Rosenthal, Richard Laurence, "Rx for Smaller Business," Reprinted from Harvard Business Review, Autumn, 1945.

* Copyright—H. R. Gogay.



H. R. GOGAY

efficiently he organizes and manages his business. Money cannot alone work miracles; and if a business is not fundamentally well organized and operating in accordance with proper basic policies, it is sheer folly to pour funds into it.²

Too often research is thought of as being limited to the physical science. But it is equally applicable to all the functional activities of management. Therefore, we must not only intensify research, as commonly termed, but we must further extend it into other operating functions, such as distribution, labor relations, personnel, etc. All can serve to improve efficiency. And increased efficiency means lower costs, lower selling prices and expanded production.³

Confirmation of the truth of these observations is found in Dun and Bradstreet's recent report that about

² Rosenthal, Richard Laurence, "Rx for Smaller Business," Reprinted from Harvard Business Review, Autumn, 1945.

³ Sloan, Jr., Alfred R., "Post-War Jobs," Address given Oct. 11, 1943.

30% of infant business ventures failed the first year. 15% go out of business the second year, and at the end of the tenth year 2 out of 10 will be in operation. *Dun & Bradstreet* lists lack of management "know-how" as one of the major causes of business failures.

Industrial management is a dynamic science, the application of whose principles is constantly changing to meet new conditions. Within the span of a lifetime management has developed from the old type of rule-of-thumb through systematized management to scientific management. The desire for increased efficiency is not the sole reason for this development of management. Such development has been an inevitable response to changing social thought and conditions.

There can be no better illustration of the need for management to make a response to social conditions than the development of the status of labor since the enactment of the Wagner Act in 1935. In this situation and all situations what is needed are facts. Perhaps at no period in modern times have facts, real facts, been so important as they are today, and, we might add, more difficult to get.

Research is the search for truth as the basis of creative thinking.

(Continued on page 28)



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RESEARCH DEPARTMENT of Sterling.

Part Time Employees Asset to Industry

By JOHN W. HEKELEY, *State Supervisor,*
Bureau of Rehabilitation Service

ASIDE FROM THE SOCIAL VALUES of giving employment suitable to every person who wants and needs to work, the practical manpower requirements of today require continuing vigilance by personnel men and foremen to determine what jobs may be satisfactorily performed by persons physically handicapped in some way. Mr. Hekeley in this article gives a hint of the service which can and is being rendered to industry by those who have suffered from tuberculosis.

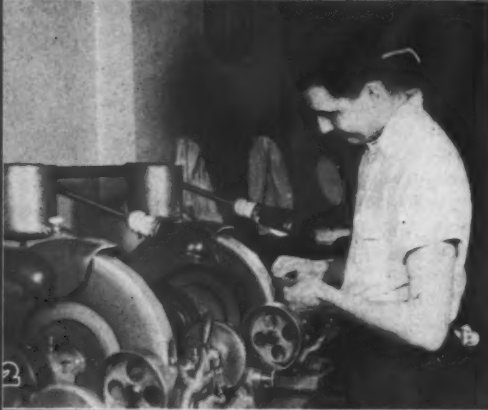
PRIOR to and during World War II, part time employees were able to secure jobs in many Connecticut industries. We have documentary evidence that employers hired numbers of these persons and that they made satisfactory contributions in their respective fields of skill as to quantity and quality. Based on this fact and the demand for skilled and semi-skilled workers in industry today, these persons have certainly earned a place in peacetime employment and should be considered not on a charity basis but as definite assets to any organization needing skilled or semi-skilled workers.

The major factors involved in the readjustment of persons physically impaired by tuberculosis are not entirely economic or social or health but a combination of all three. These persons have spent long periods of hospitalization at a great expense both to them-

selves and the state. When discharged with the disease arrested, they need employment, they know the value of a good job and are interested in maintaining the necessary employment standards of quantitative and qualitative production. They realize that a job within their physical capacity and consistent with their mental ability is an opportunity for them to contribute their skills to industry and at the same time secure for themselves remuneration on a level with other able-bodied workers. The past years have proven that these workers are steady, conscientious employees. The records show that time-out or absence due to illness is far below that of the able-bodied worker. This is due to the fact that persons with tuberculosis arrested take extremely good care of their health; they place high value on a new lease on life so to speak.

The Division of Rehabilitation provides a special service for the tuberculous. In a great many instances, rehabilitation starts in the sanatorium prior to discharge of the person. Psychological tests are administered in all cases to determine the aptitudes and interests. Education and work histories are evaluated to salvage all vocational assets the persons may have and that can be utilized in planning a future readjustment within the physical limitations indicated by the chest specialist. Institutional or employment training is provided when needed to enable the person to acquire a suitable job. When prepared for employment, the question of placement is carefully considered. In some instances these persons may work a full day within reasonable limitations. However, these physical limitations are definitely con-

(Continued on page 28)



- (1) Hospitalized 4 years. Upon discharge, arranged for completing High School senior year. Provided training in Radio and Refrigeration. Completed training and placed in service department of prominent dealer. His work has been satisfactory to employer and customers.
- (2) Hospitalized 3 years. Upon discharge, placed in training for optical mechanic. Completed training. Satisfactorily placed with nationally known optical firm.
- (3) Hospitalized 13 years. Discharged with arrested disease. Placed in training in commercial art. Completed training satisfactorily and placed in industry lettering, striping and doing other commercial art work.
- (4) Hospitalized 3 years. Discharged with disease arrested. Placed in employment training for assembler and spot solderer. Completed training and placed in industry. Employer has highly commended this girl's work.

NEWS FORUM

This department includes digested news and comment about Connecticut Industry of interest to management and others desiring to follow industrial news and trends.

ROYAL TYPEWRITER COMPANY of Hartford has recently purchased a four-story building at 1031 New Britain Avenue, West Hartford. According to Charles B. Cook, vice president, the building will be used for the company's training schools, experimental and development work, and expansion of manufacturing facilities.

The building is now occupied by the Bush Manufacturing Company and will be vacated by that firm as soon as the new 110,000 foot plant now being erected by the Bush company is ready for occupation.

The plant was originally occupied by the New Departure division of General Motors.

★ ★ ★

THE FIRM OF Hadley, Ryder & Pederson has recently been organized, with offices in Hartford, and will specialize in industrial designs for New England industries.

The principals are: Donald L. Hadley, design director; Carleton B. Ryder, executive director, and Nicholas F. Pederson, technical director.

Mr. Hadley began his industrial career with the International Silver Company, and was with that firm for 15 years prior to becoming as-

sociated with the Westinghouse Electric Corporation as design consultant.

Mr. Ryder has been in the industrial design field for 20 years and was formerly employed as coordinator of apparatus design for General Electric Company.

Mr. Pederson, a registered engineer, graduated from Stevens Institute of Technology and studied fine arts under Harry Ballinger. He was formerly connected with General Electric as technical supervisor.

★ ★ ★

THOMAS I. S. BOAK, Works Manager of the Winchester Repeating Arms Company division of Olin Industries, Inc., has recently been appointed state chairman and New Haven community chairman of the Committee for Economic Development, according to an announcement by Walter Fuller, CED's national Information Committee chairman.

Mr. Boak has revealed that he will devote his CED activities to stimulate the interest of New Haven and Connecticut businessmen toward the creation of "better understanding of the facts and principles underlying the nation's economic problems," through participation in CED's program.

The committee has recently



THE YACHT "GESTURE," owned and captained by A. Howard Fuller, Pres. Fuller Brush Co., Hartford, which won the Newport to Bermuda race last July. The story of that race is scheduled to appear in the November issue of C. I.

launched an intensified program of responsible research designed to encourage national economic policies aimed at the maintenance of high levels of production, distribution and employment.

Mr. Boak has been associated with Winchester since 1932 and is active in New Haven civic affairs, serving as a Director of the New Haven Chamber of Commerce and the New Grace-New Haven Community Hospital.

★ ★ ★

CONNECTICUT EMPLOYMENT figures for the first quarter of 1946 have recently been revealed by John J. Egan, State Labor Commissioner. The figures, as compiled by the State Employment Security Division, show that 13,008 firms in the state employ a total of 540,875 persons.

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New-Haven County led the state with 3,454; Hartford 3,347; Fairfield 3,282; Tolland County 111.

The commissioner's report revealed that 11,628 firms of the total listed employ less than 50 workers, comprising 23 per cent of covered workers in the state, while firms employing more than 100 persons employ 68.9 per cent of the workers.

★ ★ ★

THREE VETERAN EMPLOYEES of the Hartford Electric Light Company have recently been honored for long service with the company; Edward A. Balf, general foreman of the overhead distribution system, observed his 40th anniversary, and Fred W. Murphy, assistant chief accountant and Thomas A. Landers, garage mechanic at the Light Company's service building have served the company for 35 years.

★ ★ ★

ARROW-HART & HEGEMAN Electric Company, Hartford, was recently awarded the Naval Ordnance Development Award for its research work in connection with the Navy's new eight-inch 55-caliber rapid fire triple turret.

The award consists of a certificate for the company, individual certificates to the following employees who made "exceptional contributions": J. R. Cook, R. E. Carroll, P. C. Smith, Rocco Pierre, Thomas W. Shenton, P. T. Galt, Harold Schleicher, P. J. Sullivan, William Seubert, Nestor Belcourt and Clifford Pirie; and lapel emblems for all employees who worked on the project.

The new turret is of an automatic type designed to give a new class of heavy cruiser firepower at a rate many times that of any other eight-inch gun.

★ ★ ★

NATHANIEL J. SCOTT, special assistant to the vice president, and general manager of the Connecticut Company, recently observed his 50th anniversary with the company.

Mr. Scott entered the employ of the transportation company in 1896 and had held the positions of street car conductor, foreman at the Wethersfield Avenue car barn in Hartford, foreman in charge of crew dispatching, chief dispatcher, assistant superintendent, superintendent of transportation, and in 1921 was appointed manager.

POMEROY DAY, a partner of the law firm of Robinson, Robinson and Cole, Hartford, has recently been elected a director of the Taylor and Fenn Company, Hartford, to fill the vacancy caused by the resignation of Attorney J. Halsey Buck, a director of the company for 30 years.

Mr. Day is also a director of the Hartford Fire and Hartford Accident and Indemnity Companies, Fafnir Bearing Company and Hart and Cooley, Inc. of New Britain and Spencer Steam Turbine Company, Hartford.

★ ★ ★



LEO J. PANTAS of Stamford, appointed plant manager of The Yale & Towne Manufacturing Company's new Buffalo plant to manufacture the "Tip-Toe" automatic electric iron and other traffic appliances.

PRODUCTION OF THE NEW "Tip-Toe" iron and other electric appliances under the trade mark "Yale," will be concentrated at the new Buffalo plant of The Yale & Towne Manufacturing Company under the supervision of Leo J. Pantas of Stamford, recently appointed plant manager of the Buffalo division, by President W. Gibson Carey, Jr.

Mr. Pantas began his manufacturing career in 1929 when he joined the Yale & Towne Apprentice School in Stamford. Following his graduation as a tool and machine designer, he attended Pratt Institute School of Science and Technology, Brooklyn, and was graduated in 1937 as an industrial mechanical engineer.

In 1939 he rejoined the Stamford division of Yale & Towne as an engineer in the Research and Development department, served as assistant to the superintendent, and later, assistant superintendent of the Bank Lock department, until he was assigned

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to the production of war material and was appointed superintendent of the Radar department, the position he has held until his new appointment to the Buffalo plant was announced.

★ ★ ★

FRANK H. PEET, State Commissioner of Agriculture and chairman of Governor Baldwin's Food Production and Preservation Committee, has called upon Connecticut homemakers to step up home canning activities this year as a substantial way in which home canners can add materially to the world food supply.

Food Administrator Henry B. Mosle has stressed the fact that although Connecticut's commercial production of vegetables exceeds that of last year, a combination of economic factors including high purchasing power, full employment and no food rationing will result in a tight food situation which can be eased substantially through accelerated home canning.

★ ★ ★

A NEW CORPORATION, the Kendal Manufacturing Company, has recently purchased the factory building, machinery and tools of The American Knife Company, Winsted, and will continue the manufacture of knives on a greatly increased scale.

Lincoln W. Alderman is president and general manager of the Kendal Company, George P. Alderman is vice president and Paul F. Kennedy is secretary and treasurer.

★ ★ ★

SOME INTERESTING FIGURES on production losses resulting from nationwide strikes and aggravated by the government's pricing policies, have recently been compiled by the National Association of Manufacturers for the first half of 1946.

According to NAM president, Robert R. Wason, the nation's basic industries ended the first six months of the year 21 to 73 per cent behind their production schedules, with the automobile industry hardest hit, failing by over 2 million cars and trucks to reach its six months schedule.

Production of refined copper, on which the entire electrical industry is dependent, was 52% behind 1945, and brass mill production had been reduced to 15% of capacity, copper wire mills to 25% and copper rod mills to about 40% of capacity.

The steel and coal industries followed a like pattern with steel production lagging more than 40% behind practical capacity and coal production down 21% as against 1945.

★ ★ ★

GOVERNOR RAYMOND E. BALDWIN has recently been elected a member of the board of directors of the Bridgeport Brass Company, Bridgeport, according to an announcement by Col. Herman W. Steinkraus, chairman of the board.

At the same time it was announced that Austin R. Zender, vice president in charge of sales was made a director, and M. K. Schnurr, controller, has been elevated to a vice president.

★ ★ ★

JAMES H. CHASMAR, manager of Remington Arms Co., Inc., military division, has recently resigned that position to enter the consulting field as a management counselor and has established offices at 177 State Street, Bridgeport.

Mr. Chasmar has been connected



JAMES H. CHASMAR

with Remington since 1920, and has gained recognition as one of the country's top-flight organizers in the field of manufacturing. In his position as manager of Remington's military division he was responsible for the establishment and operation of government owned and Remington operated small arms ammunition plants in In-

dependence, Mo., Denver, Col., Salt Lake City, Utah, and Lowell, Mass.

★ ★ ★

OFFICIALS OF THE United States Rubber Company's Naugatuck Chemical Division have revealed the development of a new chemical designed to protect corn and leguminous seeds in storage from decay and damage by weevils, grain moths and other insects.

The chemical is a combination of the insecticide DDT, and an organic fungicide which when tested has been effective in killing 90 to 100 per cent of the insects, if used within 48 hours after the seed crop is harvested.

Company scientists have also revealed that the use of the solution will increase crop yields by checking soil fungi after spring planting.

★ ★ ★

PROPERTY KNOWN AS "the world's smallest airport," located in Bridgeport, and occupied under lease by the Sikorsky Division of United Aircraft Corporation, has recently been purchased by that company.

The property consists of slightly

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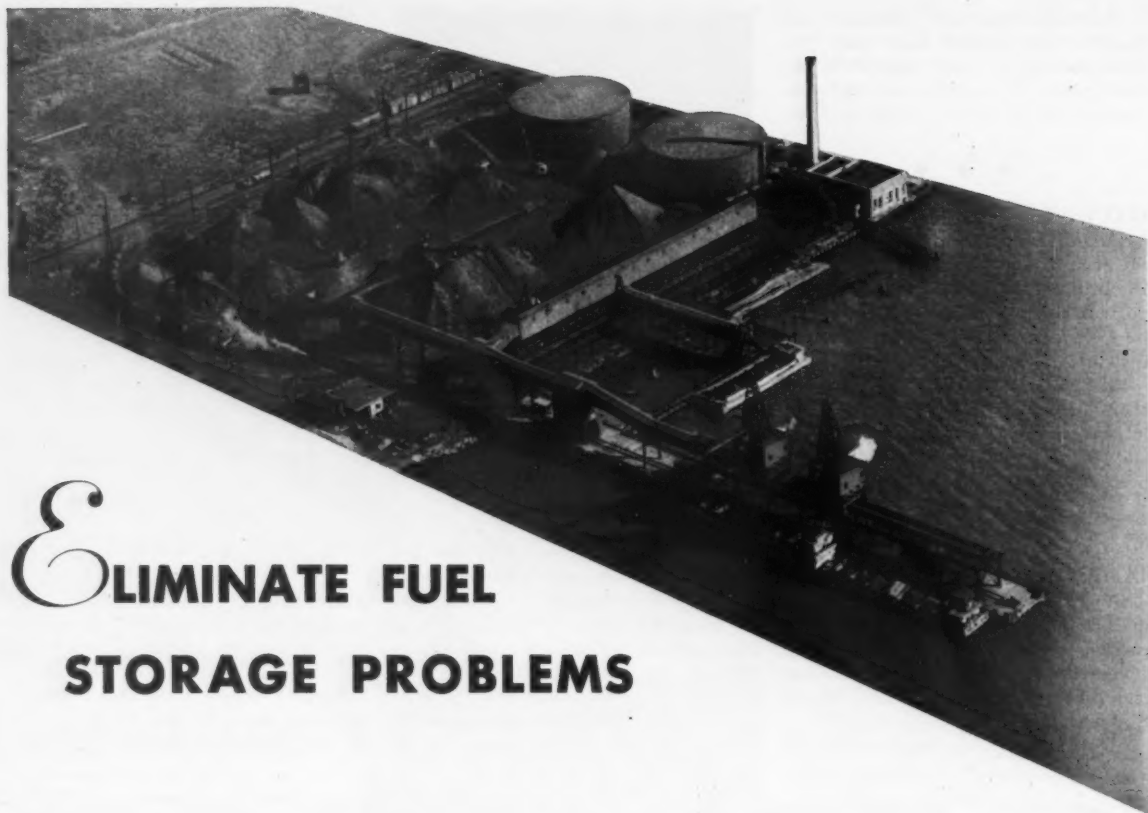
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more than 35 acres, including the four-acre parking lot airfield. There are 11 buildings and six temporary structures, approximating a total floor area of 275,000 square feet.

Ben L. Whelan, general manager of the Sikorsky division, announced that the purchase of the property will make possible further expansion of manufacturing facilities to key in with the increasing demand for commercial models of Sikorsky helicopters.

★ ★ ★

ARTHUR MILLER, vice president in charge of sales of the Illuminating Division of The Miller Company, Meriden, died recently after a long illness.



ARTHUR MILLER

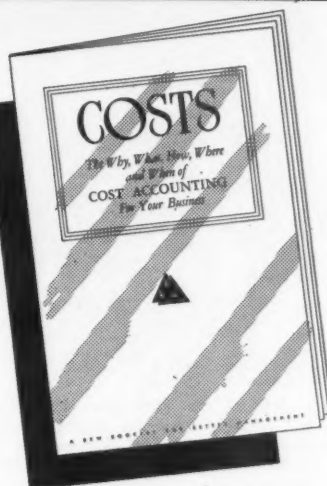
Mr. Miller was well known in lighting circles throughout the country, and served on the Board of Governors of the National Electrical Manufacturers Association and the Lighting Industry War Advisory Board.

He began his career in the industry with his association with the Holophane Company, later joining the Ivanhoe Regent Works of the General Electric Company, which was later acquired by The Miller Company.

★ ★ ★

EVIDENCE OF THE GROWTH of the Southern New England Section of the Society of Automotive Engineers and the overall expansion of the group on a nation-wide scale, was revealed recently at a meeting of the organization's Governing Board.

Membership in the Southern New England Section of the SAE was increased from 270 in 1943 to a current high of almost 500, making this the eighth largest section in the Society, which has a total national membership of 15,000.



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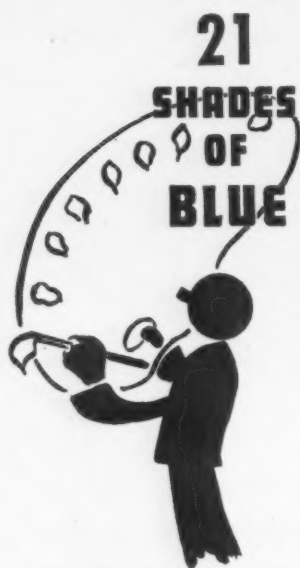
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MEMBERS OF THE 1946-1947 Governing Board, Southern New England Section, Society of Automotive Engineers: Seated, H. J. Fischbeck, Treas.; D. E. Waite, vice chairman; H. W. Moore, national sections manager; K. F. Thomas, chairman; C. O. Broders, Secretary. Standing: A. H. d'Arcambal, C. R. Wells, C. E. Martin, Jr., B. V. Ketchum, Wm. H. Rideout, J. G. Lee, D. R. Judson, M. J. Berlyn, C. A. Phelps.

Kenneth F. Thomas, engineering representative, was appointed chairman of the Governing Board; David E. Waite, Wallace Barnes Company, vice chairman; Edward S. Marks, past chairman; C. Owen Broders, Secretary; Richard C. Molloy, aero vice chairman, and Henry J. Fischbeck, treasurer, all of Pratt & Whitney Division, United Aircraft Corporation.

Other members of the Governing Board include Carl F. Baker, Hamilton Standard Propellers Div., UAC; T. C. Delaval-Crow, New Departure Div., General Motors Corporation; Benjamin H. Gilpin and Floyd C. Gustafson, Chandler Evans Corporation; Fayette Leister, Fafnir Bearing Co.; Martin J. Berlyn, American Bosch Corporation, Springfield; James J. Shoemaker, Chance Vought Div., UAC.

The Southern New England Section of the SAE is one of 37 sections and groups in the United States and Canada, and comprises a part of Massachusetts and all of Connecticut with the exception of the Stamford area.

★ ★ ★

FLOYD WALLACE, vice president and chairman of the board of R. Wallace & Sons Manufacturing Co., Wallingford, died recently of a heart attack at his summer home at Sachem's Head, Guilford.

Upon his graduation from Yale University in 1909, Mr. Wallace became associated with the Wallace company which had been established by his grandfather, one of the pioneers of the silverware industry in America.

He also served as a director and vice

president of R. Wallace & Sons of Canada, Ltd., and a director of the First National Bank of Wallingford. He is survived by his wife, a daughter and three sons.

★ ★ ★

A WELL-ROUNDED PROGRAM of fun, entertainment, good food and general good fellowship took the foreground at the 11th summer outing of the Robertson Paper Box Company, Montville, held recently at Ocean Beach Park in New London.

More than 400 employees and members of their families attended the outing which was the first since the war called a halt to the annual day long picnic, for many years an important event in the lives of Robertson employees.

The interestingly varied program was designed for participation by all age groups, with swimming, beach games, amusements, and contests in softball, variety games, racing and swimming, with prizes awarded to contest winners. A steak dinner was the mid-day attraction at the beach auditorium, accompanied by dinner music and group singing, and in the afternoon a water exhibition featuring swimming and diving acts and a water ballet, held the spotlight.

★ ★ ★

THE DIRECTORS OF R. Wallace & Sons Manufacturing Company have elected John W. Leavenworth chairman of the board of directors, and Donald W. Leach vice president, to fill the vacancies resulting from the death of Floyd Wallace.

Both of these men are direct descendants of Robert Wallace, the founder of the company. Mr. Leavenworth is a grandson and Mr. Leach a great-grandson.

★ ★ ★

FRANK E. WOLCOTT, president of Silex Company, Hartford, recently announced the appointment of George W. Garvin as special assistant to the president. Mr. Garvin will assist in the planning and execution of the Silex expansion program in connection with the production and distribution of new products now in the various stages of research and testing.

Mr. Garvin has previously been associated with Talon, Inc., as national sales manager of its Aero Products Division, and manager of the firm's industrial sales division.

★ ★ ★

THE BASSICK COMPANY of Bridgeport has recently purchased the plant formerly owned by the government and operated by the Vought-Sikorsky division of United Aircraft Corporation, according to an announcement by Walter F. Herold, executive vice president of The Bassick Company.

The property consists of an eight-acre tract containing 11 buildings with 230,000 square feet of floor space, and will provide room for the expansion plans being formulated by the firm. It was revealed that the eventual construction of new buildings at the site, the purchase and renovation of the property and the installation of equipment and machinery will represent a capital investment of close to \$2,500,000.

The major buildings of the company's present location, called the East Plant, will be disposed of soon, making them available for small industries.

★ ★ ★

IN WALLINGFORD, the local Committee for Economic Development will be headed by Warren L. Mottram, Industrial Relations Manager for R. Wallace & Sons Manufacturing Company, according to a recent announcement by CED's National Information Committee.

Mr. Mottram graduated from the Stone Business College in New Haven, and attended the Alexander Hamilton Institute. He was connected with the Wallingford Co., Inc., Wallingford, in

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various positions including General Manager and a Director, until that company was purchased by the Wallace firm. He then became superintendent of production and later assistant to the president in charge of industrial relations, the position he now holds.

★ ★ ★

OFFICIALS OF The M. S. Dowd Carton Co., have announced a change of its office and plant location to Poquonock Road, P. O. Box 235, Groton, Connecticut.

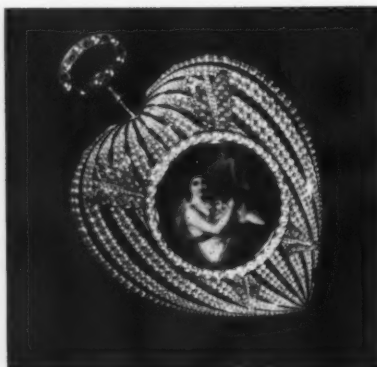
The firm was formerly located in Hartford.

★ ★ ★

THE COLORFUL HISTORY of the watch making industry is skillfully drawn in the brochure entitled "400 Years in the History of Watch-making," recently prepared by the U. S. Time Corporation in connection with the exhibition of its world famous collection of more than 100 historic watches.

The collection features rare watches dating back to the 16th century, among them a Nuremberg watch made in 1525, a watch given to Josephine by Napoleon and one of the earliest Ingersoll watches, manufactured in 1894.

The unique collection is being shown throughout the United States in department stores.



BACK OF FAMOUS heart-shaped watch presented by Napoleon to Josephine. It contains 1724 pearls. This watch is from the United States Time Corporation collection of historic watches now being exhibited in department stores throughout the U. S.

★ ★ ★

COMMERCIAL AND INDUSTRIAL customers of the Hartford Electric Light Company will benefit by rate reductions which went into

effect on August 1, totaling \$600,000.

Samuel Ferguson, president of the Light Company, explained that the reduction is possible because "a federal tax reduction makes the benefits of increased production presently available and because of the conviction that Greater Hartford will continue to increase its use of our services as in the past."

★ ★ ★

JOHN MASON LORD of Windsor Locks, vice president of the Spencer Turbine Company, Hartford, died recently after a long illness.

Mr. Lord first became associated with the Hartford firm in 1896, as a lathe operator, and several years ago was appointed vice president of the company. He is survived by three brothers and two grandchildren.

★ ★ ★

JAMES CURRIE, formerly district superintendent of the Ohio Bell Telephone Company of Cleveland, has recently joined the staff of the industrial designing firm of his brother, Thomas Currie of Southport.

The firm, which was established by Mr. Currie two years ago, specializes in apparatus, machinery and store designing. Mr. Thomas Currie was formerly associated with the Appearance Design division of the General Electric Company.

★ ★ ★

ACCORDING TO A recent announcement from Pitney-Bowes, Inc., Stamford, the firm of Canadian Postage Meters, Ltd., founder of the metered mail system in the Canadian Postal Service, has changed its name to Pitney-Bowes of Canada, Ltd.

The company was established 23 years ago as a subsidiary of Pitney-Bowes, Inc., the world's largest manufacturers of mailing machines for business and government.

★ ★ ★

A NEW TYPE OF WOVEN FABRIC processed from a Florida grass fibre, will soon be manufactured in Middletown, it has been revealed by the Middletown Chamber of Commerce.

The plant of the Rockfall Woolen Company has been leased by Yale Fabrics, Inc., and it is expected that between 150 and 200 persons will be employed in the manufacture of a

material utilizing a specially treated fibre grass which has already been used extensively in the manufacture of rock-wool insulation.

★ ★ ★

HERBERT H. PEASE, president and board chairman of the New Britain Machine Company, has been appointed by President Truman to serve on a twelve member committee of industrialists and bankers to draft recommendations for rehabilitating foreign trade.

The committee will work in connection with the National Advisory Council's program designed to formulate a national policy on foreign lending.

Other members of the 12 man committee include: Fowler McCormick, chairman of the Board, International Harvester Company, Chicago; Champ Carry, president, Pullman Standard Car Manufacturing Corp., Chicago; Irving S. Olds, chairman of the board, U. S. Steel Corp., New York; and Paul G. Hoffman, president, Studebaker Corporation, South Bend.

AN ADDRESS BY R. B. DAVIS, vice president and general manager of Raybestos-Manhattan, Inc., Bridgeport, recently given before the Raybestos Leadership Council, stressed the tie-in of pleasant working conditions and social relationships in the plant and office with employee's home life.

"Life in the factory has a tremendous bearing upon the home life. The two institutions are inseparable," Mr. Davis said. "It has been our aim to make Raybestos an institution where men and women—human relationships—are preeminently greater than machines and merchandise. . . . I believe in a high standard of living. I like to see people earn well and live well. A good-pay policy is a tribute to a manufacturer. A pay envelope, adequate to meet the necessities of the family, plus a savings account, is a source of pride to the worker and a contribution to the happiness of the home."

★ ★ ★

DANBURY'S 123 YEAR OLD Mallory Hat Company has recently been acquired by the John B. Stetson Company of Philadelphia, bringing to-

gether two of the oldest and best known hat manufacturers in the country.

George L. Russell, Jr., Stetson's president, revealed that the purchase will have "no immediate effect on trade relations, management or personnel of either company, and each will continue to operate as a separate unit."

★ ★ ★

RALPH HANSEN, assistant to the manager, Monsanto Chemical Company, Springfield, and a resident of Suffield, Connecticut, has recently been named Hartford County chairman of the Committee for Economic Development.

The announcement was made by Walter Fuller, president of the Curtis Publishing Company and chairman of the newly formed CED national information committee.

Mr. Fuller has also announced that Herbert A. Wingate, treasurer of C. H. Dexter & Sons, Inc., Windsor Locks, has been appointed CED Community Chairman for that town.

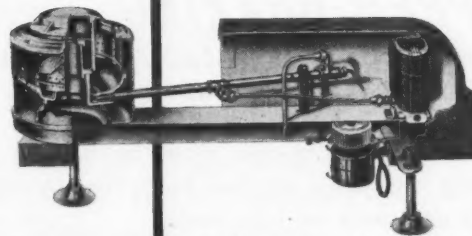
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through the efforts of the information committee, will work in cooperation with the national group toward the creation of greater interest in and more complete understanding of the nation's economic problems.

★ ★ ★

"TVA . . . SUCCESS OR FAILURE," an earnest discussion of the Tennessee Valley Authority, by Robert H. Knowlton, executive vice president of The Connecticut Light and Power Company, has recently been prepared in pamphlet form by that company.

The article suggests that "It is time for the American people to take stock of the Tennessee Valley Authority and decide whether it is successful enough to warrant the addition of other similar institutions as proposed in Congress," and presents factual reasoning against the further expansion of the TVA into other authorities.

Mr. Knowlton wrote, "The right of the people to conduct a great social experiment in one section of the country at the expense of others cannot be challenged; that is democracy at work. But let such projects be judged in their true character and not characterized as fair 'yardsticks' for power and transportation rates, fertilizer prices, etc. When a project is presented in its true light our people will undoubtedly be able to judge whether the promised benefits support the cost. We need not fear the decision of an informed electorate."

★ ★ ★

A MONUMENT DEDICATED to the personnel of The Yale & Towne Manufacturing Company, Stamford, who were in military service during the war, was recently unveiled at a ceremony in the yard of the company's Towne Service Building.

W. Gibson Carey, Jr., Yale & Towne president, was the principal speaker at the ceremony which was attended by 3,500 employees and relatives of those who died in service. William R. Hoyt, General Manager of the Stamford division, dedicated the monument which was unveiled by two Yale employees, Catherine Kenefic, former WAC, and Frank J. Burke, former Military Policeman.

The new monument stands close by a similar one erected after the first World War, commemorating the military service of Yale employees a generation ago.

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THE INDUSTRIAL COMMITTEE of the New England Council has recently produced a check list for management presenting suggested ways for management to reach full production.

The list includes measures designed to aid in: stimulating the interest of workers in full production; obtaining more workers; reducing costs and increasing output per man-hour; establishing an economic and social climate more favorable to full production, on both a local and national scale.

★ ★ ★

AT THE BRIDGEPORT WORKS of the General Electric Company, Maurice W. Reid, formerly superintendent of the machine and tool section of the plant, was recently appointed assistant general works manager. Mr. Reid will be assistant to Carl M. Lynge, works manager, in the operation of the plant and its subsidiaries.

George F. Kelly will succeed Mr. Reid as machine and tool section superintendent.

★ ★ ★

PRESIDENT CHARLES B. PARSONS of the American Hardware Corporation, has recently announced the appointment of Philip E. Barth as general manager and Richard G. Edwards as general sales manager of P. & F. Corbin, New Britain.

Mr. Barth has been associated with Simmons Hardware Co., its successor company, Winchester-Simmons Co. of Kansas City and Chicago, Western Cartridge Co., East Alton, Illinois, and from 1929 to 1942, he was president and general manager of Sergeant & Co., New Haven.

Mr. Edwards served with the U. S. Navy during the last year of the war as Material Contractor officer attached to the Supervisor of Shipbuilding. He first joined the American Hardware Corporation in 1942 as director of priorities in 1942, and was later named assistant sales manager of P. & F. Corbin.

★ ★ ★

FIGURES COMPILED BY THE Manufacturers Association of Meriden indicate that industrial employment in that city has risen to a new peacetime high of 12,261 in 55 Meriden firms, a gain of 3,000 persons since July 1, 1939.

William J. Wilcox, secretary of the association, observed that the employ-

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ment level would approach the peak war production if it were not for the acute housing shortage and the scarcity of materials in the area.

Meriden manufacturers are now listed with the association as needing a minimum of 1,000 new workers in order to bring production in line with the demand for the products manufactured by the 55 industrial plants.

★ ★ ★

STATE LABOR COMMISSIONER

John J. Egan recently announced the inauguration of a program for the prevention of industrial accidents, and the establishment of five positions within the Labor Department to be filled by persons who will devote special attention to the causes and prevention of such accidents.

The five safety consultants who have been appointed are: Leo Alix, John Kennedy, James Phelan, Walter Collopy and Ernest Geerts.

William G. Ennis, Deputy Labor Commissioner, explained the program as follows: "In initiating a cooperative long-range program for the prevention of industrial accidents, the Department of Labor is striving, with the cooperation of both workers and

employers, to make Connecticut a safer place in which to work, and to reduce to a minimum industrial accidents which take so great a toll in physical suffering and in loss of production."

Management Research

(Continued from page 13)

"Management Research" does not make policies, but it does provide the information on which policies must be based. It shows how, why, where, and when. It provides coordination of the departments and functions of a business without which top efficiency is impossible. The data, however, upon which one bases action must be real facts, not half truths.

When one looks on the world as pictured by the press and radio, one inevitably receives the impression that it has been wrenched from old moorings. It isn't exactly drifting, but it is moving in new directions. One gets the same impression as regards industry from reading, as we do, the outstanding trade journals of the country (over a hundred a month). These

trade magazines speak of new methods, new ideas, and offer new answers to old problems. The tenets of yesterday are often no longer the realities of today.

The gathering of this plethora of information is not an easy task. An executive can never hope to find the time to do the amount of reading that is needed to screen the pertinent data relating to his business. This reading needs to be an organized effort—either in an individual business, or from some service that specializes in this field. One thing sure—and this statement is backed up by the top executives of the largest business organizations—that it is just as necessary to undertake research in connection with management problems as it is to undertake technical research, which works towards the improvement of processes and products.

Part Time Employees

(Continued from page 14)

sidered when preparing the vocational program and in selecting the vocational objective, and consequently do not interfere with the activity involved in the selected job. The part time employee is just as well-trained and his work is just as satisfactory on a qualitative and quantitative basis as the full-time employee's. His interests and constancy are just as sincere. However, to become readjusted to the full normal routine of daily work, he must start on a restricted schedule such as four hours per day for a period of time—not indefinitely; just long enough to become physically readjusted to the daily activities required on the job.

I can think of no better way to demonstrate our domestic way of life than to give the individuals handicapped by disease or otherwise, an opportunity to contribute their skills which are needed in industry today. Their satisfactory accomplishment in the past few years is definite proof they have earned a right to be considered as sound economic assets to the employer. We have to accept the fact that tuberculosis is an insidious disease and no respecter of persons. However, we do not have to accept as a fact that tuberculosis can completely disorganize the whole life of every person involved, because thou-

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ands of these persons have reached the very pinnacle of success in nearly as many vocations and a great majority of them started on a part time basis, not as employees hired as an act of charity, however commendable this may be, but as definite assets to their employer from the start.

The employment of these part time workers will in no sense jeopardize the health of other employees or lower the production standards, but will aid in reducing taxes, add to the buying power, and finally aid in reducing the possible spread of the disease due to maladjustment.

Use of Conference Procedure in Supervisory Training

(Continued from page 8)

from the viewpoint of your department, Larry?"

The leader does not impose his views or opinions on the group. He must always take the "we" instead of the "I" attitude. He must know his objective. By the use of overhead questions, and appropriate pause for reflection before calling for individual opinion, he stimulates the thinking of the group rather than that of the one individual upon whom he may call eventually, if that is found necessary to start the ball rolling. Questions originating from the group are carefully restated by the leader for clarity and promptly turned back to the group for discussion. In summarizing the result of the conference, together with its conclusions, the leader does it as a reflection of the thinking of the group based upon their combined years of experience within their own industry.

No record is made of quotations, attitudes, or person opinions of individuals, since the essence of the conference is that of unhampered, free, and open discussion.

The pertinent data developed by the board, however, is recorded as the organized and objective thinking of the group. Combined as an end report after a standard series of ten sessions each participant has a definite record of the series and—not least in importance—his participation in it. Recommendations to management appear not infrequently. Stated simply the entire procedure is—to use the words of one individual—"progressive going."

Your State Department of Education serves industry through the medium of the conference procedure in two ways. First, and of primary interest to the larger organizations, are its one week institutes. These are held in the individual plant conference room, or space set aside for the purpose, and are designed specifically to train a group of conference leaders selected by the organization from within its own personnel. These should be in groups of ten, or not more than twelve. Of especial interest to plants, which might not feel justified in having a group of trained leaders of this size, combination institutes are held in which several plants may participate through the assignment of one or more of their personnel for training. An interesting sidelight on this activity is the experience of at least one organization in thus evaluating prospective junior executive material on the basis of success in conference leadership.

The second service is for plants of any size which might wish one or more of a series of conferences to be conducted by a member of the State Department staff as a part of a training or educational program in operation, or in the process of organization.


Of distinct advantage to plant conference leaders trained by the department is the continuing contact and interest of the department in their progressive development and continuing success. Refresher institutes are available as desired, or a department leader will attend any conference, if requested, to observe its operation, or to offer advice or constructive criticism afterward, on the basis of experience with other groups and with other leaders.

Certificates are issued to all conference leaders trained by the department. These in turn are authorized to certify for foreman training certificates any supervisory personnel who may participate in at least ten conference sessions under their leadership. All certificates carry the signature of the State Director of Vocational Education and the Supervisor of its Industrial Education Division. Provision is also made for the signature of an individual plant official. Moreover, they may also include a cut of the plant's trademark. It has been observed that this permanent and recorded recognition of the community of interest between top and middle management and participation in methods and measures to clarify and cement the relationships involved is much appreciated no mat-

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ter what degree of formal, or informal, education already exists.

For the benefit of executives or executive groups who may be interested in, but unfamiliar with, the conference procedure and its actual functioning it should be of interest to know that "appreciation" or sample conferences of comparatively short duration will be conducted by the supervisor in charge, Mr. S. Y. Spaulding. These may be held on the plants' own premises, at a time most convenient to the management, and using either an executive or a supervisory group as desired. Only by observing the actual functioning of such a conference under a leader thoroughly conversant with its techniques can one acquire any substantial appreciation of what happens, or what can be accomplished, by thus organizing the thinking and actual working experience of that plant's own supervisory personnel and bringing it to bear upon its own individual and specialized problems.

That industry welcomes this type of educational "think" program is amply evident from sampling surveys made in selected areas as well as the enthusiastic endorsement of such industries as the American Brass Company and the New Haven Railroad. For any of the Association's membership who have not yet been contacted, or who may wish additional and more detailed information, the Department has prepared some material captioned, "Conference Procedure for Supervisory Personnel." This is available upon request.

Waterbury Farrel Foundry

(Continued from page 12)

good machinery, particularly high grade precision machines for quantity production. With the increase in demand, good mechanics and toolmakers became more and more difficult to obtain. Consequently, in 1926, an Apprenticeship Training School was organized in the factory under the direction of a full-time supervisor. The School, which provides a balanced academic and practical mechanical training, has proved an important source of supply for obtaining these vitally essential skilled tradesmen. Maximum enrollment reached 168 in September 1942. Incidentally, it has been observed that graduate journeymen are as a rule good workmen, interested in the welfare of the employer who has sponsored their training, and usually excellent material for advancement to positions of greater responsibility.

Wide Variety of Products

Among the products with which the name Waterbury-Farrel is closely identified may be mentioned: (1) machinery for making bolts, screws, nuts and rivets by what is commonly known as the cold-heading process; (2) power presses and allied metal fabricating machinery, including eyelet machines and hydraulic presses; (3) wire drawing machinery and accessory equipment, adaptable principally to the production of nonferrous

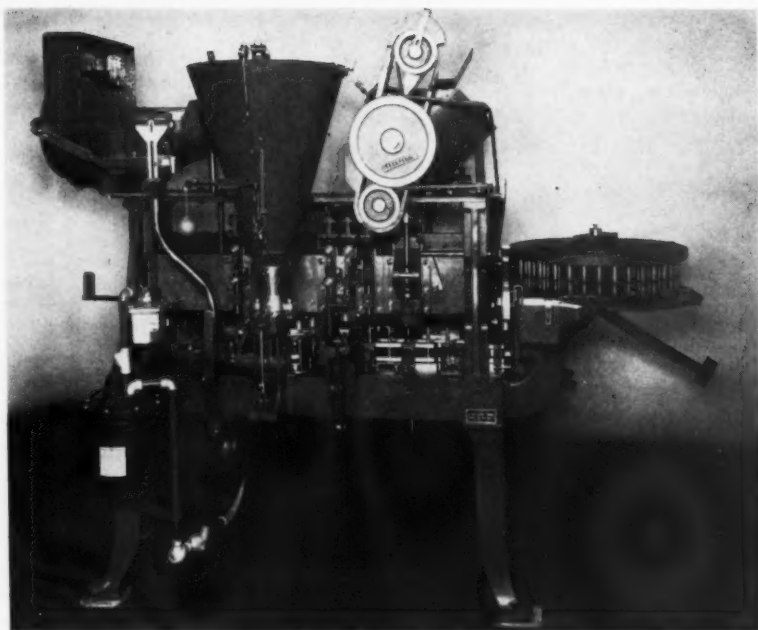
wire and rod; and (4) rolling mills, draw benches and related machinery commonly employed in the manufacture of strip and sheet metal, brazed and seamless tubing, rods, bars, shapes, etc. In addition to these general classifications, the Company manufactures considerable machinery of a somewhat special nature, including that used in the manufacture of collapsible tubes, table silverware, coins, etc., as well as a rather extensive variety of small arms ammunition machinery.

Perhaps the most extensive and co-ordinated line of Waterbury-Farrel machines is the cold-heading group, the design and improvement of which has resulted in a complete line of these machines, capable of producing cold-forged parts which previously had been (and still are to a lesser degree) made by other more expensive methods. The economical advantages of employing the cold-forging process reside in the fact that very little scrap results, as compared to screw machine production, and the high production rate. The practical advantage lies in the fact that the product is accurate in size to gage requirements. The Company has pioneered in this development until today the line includes not only heading equipment but also machinery for thread rolling, slotting, pointing, and other operations required to produce the finished product. This general classification also embraces a line of nut forming machines and one of nut tapping machines, both fully automatic, which together are capable of manufacturing finished nuts in large quantities from coils of wire or from

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rods at high speeds and with maximum economy.

The most important of many developments in the power press line has been in the small arms ammunition machinery group. The original equipment of this type was designed for the manufacture of small caliber ammunition and paper shot shells for sportsmen. The manufacture of ammunition for military purposes received but secondary attention until the Spanish-American War, during which period the Company was called upon to supply considerable small arms ammunition machinery. With the increase in fire-power and the development of high speed weapons, corresponding changes and improvements necessarily occurred in the methods and means of manufacture, with which changes the Company kept pace. Consequently, under the impetus of two great world wars, the design and manufacture of small arms ammunition machinery became a large part of the Company's activity during those critical periods in world history. Waterbury-Farrel became an important source of supply for the War Department, for whom the Company designed and built vast quantities of machinery for the U. S. Government Arsenals and small arms ammunition plants in both the United States and in Canada. In recognition

of these and other important services rendered during World War II, including the building of machinery for the manufacture of other ordnance materiel, the Company was proud to receive five War Department citations for excellence in production.

Pollution or Solution

(Continued from page 7)

which gives each riparian owner the right of reasonable use of a waterway but which forbids him from preventing any reasonable use of the water by another when it reaches his property. Court decisions and legislation tend to settle problems of riparian rights on the basis of equitable distribution of benefits.

When an industry or a municipality develops a supply of water it buys the flowage rights above the site of the storage dam. But the damage done downstream by the discharge of untreated industrial or domestic wastes may easily be as great as that done upstream for which just compensation is paid without question.

The Connecticut pollution control law administered by the State Water Commission assumes that the existence

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of pollution is sufficient reason for the State to issue an order requiring treatment of wastes. The State must specify the kind of treatment to be used. The method prescribed must be practical and reasonably available. The cost of installation, maintenance and operation must not be unreasonable or inequitable. The order must have regard for the rights and interests of all.

Before an order is issued, the State Water Commission must give the corporation, municipality or person causing the pollution an opportunity in public hearing to show cause why no order should be issued. If an order is issued, it may be appealed to the Superior Court which re-examines the reasonableness and expediency of the order and issues such judgment as it finds will accord with the public welfare.

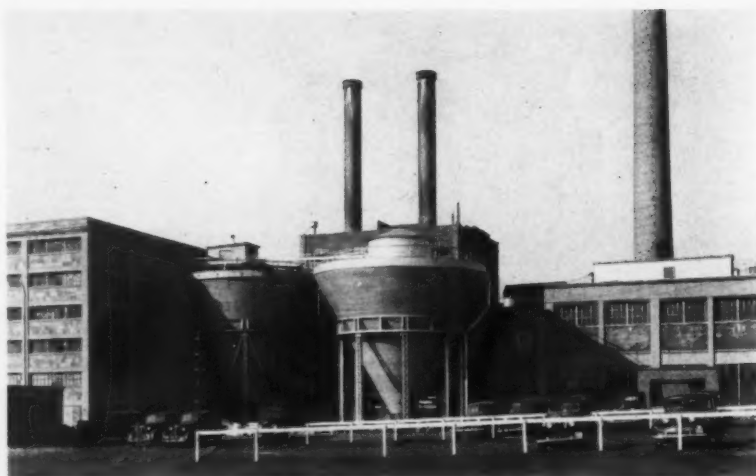
Any pollution which did not exist when the Act became effective June 23, 1925, is forbidden by the law except in accordance with regulations laid down by the Water Commission in a formal order.

The State is required by law to tell a manufacturer how the water-borne wastes from his factory can be treated to abate pollution. But private enterprise, in which the people of Connecticut put great store, calls for individual initiative in solving problems

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of engineering and human relations without waiting for bureaucracy to prescribe what shall be done—or how—or when. As in matters other than pollution responsibility must ever be the price of freedom of action.

All-out production to win the war greatly increased the pollution of many Connecticut streams by industry. The Connecticut State Water Commission, charged by the General Assembly with responsibility for administration of the State's pollution control program, turned its back during the war to conditions which could be excused only on the grounds of a great emergency. It is now incumbent upon the Commission to carry out vigorously a program designed to correct the conditions which developed during the war and also to make up for lost time.

The twenty years since the Commission was created have included a brief period of boom prosperity, a long depression and the war. It is reasonable to assume that there will be no time during the next twenty years which will be ideal for installing pollution abatement systems. An essential part of reconversion to peace-time production and civilized living must be the development and installation of equipment to treat industrial wastes and abate pollution of our streams and harbors.

Pollution control cannot be solved by legislation and administration alone. It requires the justly famed ingenuity, efficiency and know-how of Connecticut industry. No manufacturer can afford to be antagonistic or apathetic

to the abatement program. All must join forces in the war on pollution.

The solution for pollution has never been easy. Everyone is familiar with the story of "The Twelve Labors of Hercules," one of the greatest of legendary heroes. First he cleaned the Augean Stables by running a river through them. The other eleven "Labors" consisted of cleaning up the river.

Telephone Service

(Continued from page 9)

A typical program for a business customer runs something like this: First, we analyze his telephone needs. Second, we suggest the proper equipment to meet his needs. Third, we show him how to make the best use of these facilities. Finally, we suggest how he can improve the tone of his telephone service to create the best impression among his customers and his own personnel. This work is a continuing job with us.

In line with this long-term program, a campaign has just been instituted to help our business customers get the best possible out-of-town service during this critical period. In this job, we are endeavoring to enlist the support of the heads of Connecticut industry by pointing out to them the current telephone situation and the advantages which their organization will obtain by using our out-of-town campaign within their own organization.

Expansion Hampered by Shortages

No review of telephone progress today is complete without reference to shortages. Abnormally low supplies of basic raw materials still act as a brake on our progress. This situation is nation-wide and largely beyond our control. And we appreciate only too well that this problem, which prevents us from giving the complete, speedy service we should prefer, is the same problem which faces all industry—and which in turn is a major reason for the flood of calls which our switchboards are currently handling.

But despite shortages, we are nine months embarked on our three-year 39-million-dollar construction program. While we continue to handle 2,500,000 local and 200,000 out-of-town calls daily, we also have much to do to make up for the four years in which war needs properly took first call. We expect important results from the renewed concentration on peacetime communications problems by the Bell System's great research facilities. In the Bell Telephone Laboratories, new apparatus and substitutes for scarce materials are constantly being devised. And through every department of our own company, all the skill and resourcefulness borne of long experience is directed toward giving the people of Connecticut the quality of service they want.

We have hired 2,400 new operators since V-J Day to augment our force and replace losses. Our traffic operating force now numbers 4,600. If we could get new switchboards we would add another 500 operators immediately.

About 90,000 miles of wire in cable have been added since V-J Day. Additions to dial equipment or switchboards have been completed or are under way in almost every telephone central office in the state. Six building additions are nearing completion and construction has been started on three new central office buildings.

New and Improved Services on the Way

Where new or improved services can be introduced without delaying service to those on our waiting list, work is going forward. Of most general interest in this respect is the plan for telephone service to motor vehicles both on Route 1 between New York and Boston and in major cities along that route. Now set for introduction

in Connecticut later this year, the service will connect any mobile unit with the general telephone system.

A kindred project is the use of short-wave radio for regular telephone calls between New York and Boston. Beamed radio waves, relayed from point to point over that route, will carry network television programs as well as telephone calls across Connecticut.

Less spectacular, though probably more basic, are plans for extension of dial telephone service until virtually every telephone in the state is operated by that method. This in turn will pave the way for speedier out-of-town service, as operators are enabled to dial direct to distant points—and eventually it will bring direct dialing of such calls within reach of telephone users themselves.

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THE OBSERVER

By N. W. FORD

Executive Vice-President

THE following illustrates the effect of decisions rendered by some of the numerous and power-drunk industry control agencies of the Federal Government:

Directors of a company voted to give employees a 10 per cent bonus based on salary received during the previous year. Authorization for the payment was not made until near the end of the quarter during which the bonus was to be paid. The Wage and Hour Administrator filed injunction against the company claiming that

the bonus was part of the regular rate upon which overtime pay should be based. The Court held there was no question of employees' performing additional service to earn the bonus, that it was a gratuity or a sharing of profits. The Court stated further that the Administrator's filing of the suit had the "effect of suddenly and effectively killing the goose that was laying the golden egg, as the Company voted a few days after the case was filed to discontinue payments."

INTERNAL REVENUE collections during the fiscal year ending June 30, 1946, were \$40,672,000,000 as compared with \$43,800,000,000 collected during the fiscal year 1945, in accordance with a statement released by the Bureau of Internal Revenue. The figures disclose that total Internal Revenue collections from Connecticut dropped from \$875,705,000 in the fiscal year 1945 to \$699,150,000 in 1946, or a decline of 20.2%. A further breakdown of these figures indicates that corporation taxes collected from Connecticut were \$108,585,000 in 1945 and \$94,221,000, a reduction of 13.2%, for 1946. Individual income taxes dropped from \$173,000,000 in 1945 to \$160,000,000 in 1946, or 7.7%, and miscellaneous internal revenue, including excess profits taxes, showed a greater drop for Connecticut than any other state in the union, exclusive of Vermont, the drop being from \$343,000,000 to \$221,000,000, or 35.4%.

A summary of Internal Revenue collections in Connecticut for the year ending June 30, 1946, shows that the estimated population for the state on July 1, 1945, was 1,786,300, or 1.35% of the total population of the country. Income (including excess profits) tax collections was \$592,772,000, or 1.9% of total income tax payments. The total Internal Revenue collections from Connecticut amounting to \$699,150,000, was 1.72% of total Internal Revenue payments.

★ ★ ★

JUDICIAL IMPATIENCE over neglect of unions to observe the sanctity of contracts they sign flared into open ire in Chicago recently when Judge Joseph Graber of Cook County Superior Court refused to dismiss a temporary injunction restraining Local 1150, Electrical Workers Union, CIO, from carrying out a strike planned for September 5 at the Cory Corporation.

Noting that the union's contract contains a no-strike clause, Judge Graber said, "It seems to me that if a union can breach a contract because it thinks it made a bad bargain, then no contract will stand up. Are we getting to the place that a group of people can do anything they please, even ignoring contracts?"

He suggested that the wage dispute be arbitrated.

131st

ANNUAL MEETING

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Wednesday October 30, 1946

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Business Meeting 2:00 P. M.
Panel Sessions — Public Relations — Industrial
Training—Foreign Trade—Industrial Relations—Know Your State Government. . . 3:00 P. M.

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INDUSTRIAL Relations — Law

By FREDRICK WATERHOUSE

Counsel

THE recent decision of the 6th Circuit Court of Appeals in the Packard Motor Car Company case dealing with the right of foremen to join a union will have serious implications if the Supreme Court goes along with such a finding. The National Labor Relations Board has, of course, been all over the lot in its rulings concerning the right of foremen to organize but recently has appeared to take a definite stand permitting such organization. It has definitely ruled that foremen constitute a proper unit appropriate for the purposes of collective bargaining within the meaning of Section 9 (b) of the National Labor Relations Act. It has made a gesture at preserving the holding that such supervisory employees are a part of management when dealing with the rank and file, by requiring that the foremen's union be distinct and separate from the union which represents the rank and file. The union involved was the Foreman's Association of America which was held to be independent of the rank and file union, but the declaration of such independence is merely an excuse to grant bargaining rights to the foremen even though they are part of management, as it would seem difficult, if not impossible, to continue to preserve any such independence. The expressed aims and objectives of the foremen's union can hardly be distinguished from the expressed aims and objectives of all other unions. They are merely another unit comprising a separate, local chapter.

Whatever may be said of the merits of Section 9 (b) as it relates to employees in general, there can be no doubt that serious complications will arise if this decision is upheld and it may even call for a revision in the organizational structure of many companies. The decision of the National Labor Relations Board and of the court

does not satisfactorily answer the previous finding of the NLRB in the Maryland Dry Dock Company case to the effect that "to hold that the National Labor Relations Act contemplated the representation of supervisory employees by the same organization which might represent the subordinates would be to view the statute as repudiating the historic prohibition of the common law against fiduciaries serving conflicting interests." In view of the fact that both the Board and the courts lay great stress on the fact that the bargaining agent selected is an independent union, this might properly lead to the conclusion that if such independence were hereafter forfeited the employer would no longer be bound to recognize the union but could refuse to bargain with it. The complications involved in any such proceeding are obviously manifold. It might even go so far as to require periodic findings by the NLRB as to the independent status of the bargaining agent representing the foremen at the moment.

★ ★ ★

ALTHOUGH THERE ARE VERY FEW office and clerical labor agreements in effect in this State at the present time, there will presumably be some effort made to organize such employees in some of the larger companies. It is therefore with considerable interest that we look over some of the newer contracts to see wherein they differ from contracts with production workers, if at all.

The first common feature is the recognition clause, and it is quite noticeable that practically all of the contracts involving office and clerical workers define the employees covered by setting out the job classifications specifically, and carefully outlining those which are excepted. Although some contracts outline the rates of

pay by labor grades providing for automatic length of service increases, others make no mention of wages or hours.

It appears that the drafting of such a contract has been approached by some companies with the thought of covering all features and sections in a manner similar to that used in drafting contracts with production workers, while some others have approached it from an entirely distinct and independent viewpoint. Which approach will eventually turn out to be more workable is still undetermined. The difference in general relationship to the company would seem to make it somewhat awkward to treat both groups similarly when negotiating agreements. The greater flexibility allowed clerical employees might seem to be destroyed if the contract attempted to treat hours and working

(Continued on page 37)

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INDUSTRIAL DEVELOPMENT

By L. M. BINGHAM,
Editor and Director of Development

AMONG the hopeful "signs of the times," have been recent news items emanating from the labor press as follows:

(1) The U.A.W.-C.I.O. union at the Ford Motor Car Company has just voted to ratify a contract which includes a clause providing for the discharge of employees from the company and the union if they are found guilty of fomenting illegitimate strikes.

(2) In an article in a United Mine Workers Journal it was recently revealed that the mine workers' union strongly disapproves of Communist and leftist elements and of big government in Washington. The article indicates they are fed up with the horde of "bleeding heart" college professors and social workers. They claim that big government "costs the working people as much, if not more, to support 3,500,000 political bureaucrats as it has always cost the working people to support the idle rich."

(3) We also learn that the A. F. of L. electrical workers are offering

\$6,000 in prizes for the best ideas to speed up construction and lower building costs of homes. Another statement from "Labor's Monthly Survey of the A. F. of L." gives a sample of the trend when it says: "This is the American way forward to higher living standards. Industry's profits should bring: (1) wage increases; (2) price reductions; (3) reward for management as an incentive to improve production. Also, reserves must be laid aside to buy the new machinery which will increase productivity and make further wage gains possible; and investors must receive enough return on their investment to bring your company adequate financing. You cannot expect all the profit to go into wage increases. Work to improve production per man-hour. . . . Let your employer know . . . that you want to see the business succeed. . . . This is America's answer to the Communists, whose so-called 'economic democracy' means dictatorship, low living standards, concentration camps and loss of freedom."

SOMETHING NEW IN PROFIT sharing plans has recently been inaugurated by the International Electronic Laboratories of New York, according to an announcement by Alfred P. Huchberger, technical director of the organization.

Although the plan is similar in nature to those profit sharing ideas in operation in other industries, a radically new theory has been introduced under which an employee will receive a share of the profits only if he has made a definite contribution toward the firm's overall profits, and his share will reflect the precise profit expansion his efforts have made possible.

Mr. Huchberger explained that the plan is designed to eliminate organizational "deadwood," since personnel who lack the initiative and ability to earn anything above fixed compensation will be discouraged from remaining with the company.

The plan calls for quarterly payments of earned shares with provisions for reasonable reserves against loss in future quarters. Full shares will be computed once a year.

★ ★ ★

HUMAN UNDERSTANDING is the most important consideration today, in the opinion of management leaders in virtually all classes of industry, according to the annual report of the American Management Association for the year 1945-1946, made public in September.

The importance of this viewpoint is emphasized by the fact that the AMA's report is a consolidation of

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views from a cross-section survey of executives in widely varying capacities in all types of industries, and included men of long experience and practical accomplishment who were directors, vice presidents and planning council members who guide the activities of AMA's 10,000 members in the fields of industrial relations, production, finance, insurance, marketing, packaging and office management divisions.

In a foreword to the report, Alvin E. Dodd, AMA president, said "The manager is a person of first importance to some forty odd million Americans who spend most of their daily lives in the office or in the factory. Decisions of the manager—foreman, department head, or company president—have a far more intimate effect on the lives of the average working citizens than do the deliberations of our Congress or state legislatures. We have cried out our sincere belief that people are the basis for the success of the business enterprise, but we have selected our managers almost exclusively on the basis of technical proficiency and knowledge."

The report, "Management Appraises Its Job," admits it is "no magic formula, but simply presents mature data that can aid the manager in understanding the social mechanism in industry and aid the stockholder, the employee, the consumer and the general public in evaluating the performance of management."

The report also includes a check list for evaluating the qualifications and performance of business management and executives in understanding and guiding the individuals and groups that comprise the nation's industrial industrial organizations.

It also gives recognition to the fact that people will no longer do things because they are told to do them, and deals with the personal characteristics of executives which are necessary in order to be successful in directing associates in a manner that will instill enthusiasm and self-respect.

Other leading points brought out are: the necessity of maintaining two-way communications between employees and management to minimize difficulties and misconceptions; and urging management to study its competitors—government and union leaders—who have succeeded in awakening cooperation and increasing morale among their constituents while at the same time taking money from them in the form of taxes and dues.

Industrial Relations — Law

(Continued from page 35)

conditions in too great detail. In fact, one of the great distinctions between production and office help has been the absence of too rigid schedules when dealing with the latter. It might be well to look over some of the various contracts before starting negotiations with a clerical union, for the purpose of seeing where such flexibility can be preserved.

★ ★ ★

A NUMBER OF LAWS were passed and signed by the President dealing with patents and trade marks which should be of definite assistance to industry. They include bills which extend the time for filing applications for patents where the failure to file was due to causes resulting from the war. This is particularly helpful with respect to applications for patents in foreign countries and of course is linked with reciprocal legislation and treaties.

Probably a more important bill from the standpoint of the ordinary

patentee is one which revises the method of determining the damages for patent infringement and provides that such damages may be ascertained on the basis of compensation for the infringement. It is a matter of historical knowledge that proving damages in patent infringement suits consumed years, since it involved the establishment of profits which had to be accounted for by the infringer. The present bill substitutes general damages together with interest from the time of infringement and does not require the difficult proof of profits realized by the infringer.

Two trade mark acts are of distinct benefit to persons owning trade marks. One permits the revival of certain trade mark registrations after they have expired. This, too, is beneficial for the renewal of trade marks in foreign countries which have lapsed during the recent war and establishes the reciprocity essential to the preservation of trade mark rights in such countries. The other law does not go into effect until July 5, 1947, but recodifies all Federal trade mark provisions and furnishes greater protection, both nationwide and worldwide.

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EXPORT NEWS

By RICHARD F. AMES

Export Manager

CONNECTICUT manufacturers of branded products who exported to England before the war and understand that their products are presently restricted, may find upon examination of the Token Imports Plan, recently approved by the British Board of Trade and being jointly administered by that body and our Office of International Trade, that they are now eligible to make token shipments under this plan by merely completing and filing the necessary application. Current Export Bulletin No. 356, August 12, 1946, provides full details as to the method of filing application for certification of manufactured goods which are included among the 47 commodity groups appearing in the bulletin. Moreover, the British Board of Trade has authorized the

O.I.T. to consider, at the request of individual manufacturers or trade associations, the inclusion of other commodities on the eligible list. Those receiving favorable attention are referred to the Board of Trade for approval.

Briefly, a manufacturer of any of the listed commodities who previously exported to the United Kingdom provides the Commodities Branch, O.I.T., with a statement of the quantity and value of each branded commodity which was exported to the United Kingdom during the years 1936, 1937 and 1938. If the application is certified, the manufacturer will be permitted to ship quantities up to twenty per cent of the average annual shipments by value (f.a.s.) of the base years. Except for the year 1946, two-thirds of this value is allowed. Scrip

totaling this value is issued to the American manufacturer who may send it to the importer for presentation to the British Board of Trade when applying for the import license. It is not required that the exporter must deal with prewar customers, although, of course, he may do so.

A manufacturer of a branded product who believes he can meet the stipulated conditions above, but finds that his commodity is not listed, may make request for its inclusion either direct to the Commodities Branch, Office of International Trade, or through a trade association. In this case, the statement of exports should have included an explanation of the facts surrounding the establishment of the brand name in the United Kingdom.

Once a class of commodity has been placed on the list as a result of an approved request from any manufacturer, other manufacturers are eligible to make application for certification of like products exported in 1936, 1937 and 1938. In addition, Canadian manufacturers are exporting under a similar plan and any commodity added to the list for the benefit of Canadian manufacturers is automatically added to the American list.

★ ★ ★

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(Continued on page 44)

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EMPLOYMENT NOTES

By JOHN P. AHERN

Executive Assistant

IN ANOTHER SECTION of this month's magazine, illustrating the story of the use of conference procedure in supervisory training, is a picture of an institute held at the Bigelow-Sanford Carpet Company in Thompsonville. Mr. John Gagnon, formerly of New London, is now the training director of all Bigelow-Sanford mills which have recently announced one of the most comprehensive training programs in the history of rug and carpet manufacturing.

The program, according to Mr. Gagnon, covers virtually every mill operation from the most unskilled personnel to top-notch engineers and will be constantly expanded as the need arises. It is planned to have the company development engineers spend approximately five months at work in all processes of production to acquire a fool-proof grasp of the organization's operation. Intensive job instruction programs for personnel at all levels utilizing the latest scientific training devices are already in operation and have begun to accomplish two of the prime objectives of formal training plans—reduction of turnover and improved workmanship.

A partial list of courses which will be offered includes job instruction and job relationships training, supervisory training, company policy, handling personnel and situations, job methods, department functions, organization and business administration and development of a foremen's policy manual.

Returning veterans in supervisory capacities as well as others who have not participated in the courses will do so in the near future. Mr. Gagnon said that a regular training department to service both the Amsterdam and Thompsonville mills, with a total estimated payroll of more than 4000 production employees, is in the final stages of preparation and will become a per-

manent part of the company's organization.

★ ★ ★

ACCORDING TO THE National Industrial Conference Board and the Bureau of Labor Statistics some 19% of all men at work in manufacturing industry throughout the country in March of 1946 were veterans.

So far as Connecticut is concerned, Mr. Daniel Darling, Research Director at the state office of the U.S.E.S., Hartford, has advised us that based on a study of 372 manufacturing establishments employing 208,000 males, 43,000 were World War II veterans as of May 15. Mr. Darling says this makes a percentage of 20.4% of total employment in veterans of World War II, with the numbers increasing daily. In recent months a major percentage of new-hires has been veterans.

★ ★ ★

ALTHOUGH THERE IS a provision in the G. I. Bill for furnishing a veteran in training with tools

and although it is agreed that possession of a "good kit" increases the apprentice's appreciation of his craft, situations have developed where an apprentice has been initially supplied for the entire period of training with the result that he has more tools than some journeymen. The Veterans' Administration is cognizant of some of the unfavorable practices that exist in this connection and is making efforts to solve them, particularly in stopping the above practice of furnishing veterans who are apprentices with the full complement of tools for the entire training period, at the start. A plan of issuance has been drawn up whereby the apprentice receives only the tools it is thought he should have at certain periods of training in his trade. The maximum amount that can be expended for the equipment is \$100.00.

★ ★ ★

IN CONNECTION WITH recent remarks by General Bradley, head of the Veterans' Administration, about some of the malpractices under the job training provisions of the G. I. Bill, it is only fair to mention some of the pressures employers have been under, particularly in smaller establishments, to apply for approval as training institutions. For example, a company may have a training program in one department and it is only natural for veterans in other departments to hear about it and immediately feel that they too want a training program in order to be eligible for subsistence allowances under the Bill.

In another instance, a small plant in the state, which had just engaged

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a veteran for office work, was being besieged by him to draw up a training program, either for a bookkeeper or accountant, so that he could receive an increment from the Veterans' Administration. The employer wished to satisfy the veteran but told me that he did not believe the veteran's position warranted a formal program. Consequently, he was delaying action on the matter despite his employee's repeated application for this action.

★ ★ ★

THE FOLLOWING EXTRACTS from the 1945 report of the State Board of Education to the Governor may furnish a background of recruiting ideas to conscientious personnel departments, hard pressed to secure high grade employees to staff the plant: "It seemed evident at that time (1938) that social barriers were set up against the handworker; that the white-collar worker, for no good reason at all, was placed on a higher social level than other workers. We need a new respect for the dignity of work, since a nation that attempts to live by its wits is in danger of social degeneration. Education must be

something more than an escape mechanism demanded by parents and devised by experts to avoid the unpleasantness, the hard work, the inequalities, or the meager opportunities that prevailed in previous generations. It is not that too many go to schools and colleges or that there are too many libraries, art galleries, museums, or schools, but rather that too few are being developed and assisted to select those areas of life which hold the greatest happiness and contentment and which hold for society greatest usefulness and service."

"There must be a new dignity fostered in our country relating to vocational education. Changing a name or a program may not do this, but until the sons of doctors, lawyers, ministers, college professors, machinists, and all of us are permitted to pursue that education which holds for the individual the greatest suitability and for society the best contribution, we shall continue to move in the direction of a class system in which those who work with the hands will not be considered in the same social stratum as those who secure their livelihood in white-collar jobs."

THE U.S.E.S. REPORTS that on a national basis the placement of disabled veterans as against applications, while superior on a percentage basis to earlier months of the year, shows a record of only 29.9% in actual accomplishment. These figures are for all occupations, including industrial, but are not too optimistic in view of the fact that at least 1,000,000 more disabled veterans are yet to be discharged from the services and the hospitals. These young men and women deserve the fullest opportunity for gainful employment.

Perhaps the answer to this problem is to inspect and alter, if needed, the pre-placement physical examination so that it will not be too confining in its results and will be predicated on the fact that a job should be fitted to a person's ability rather than to his disability. An employee is not handicapped when he is placed on a job carefully appraised to make use of this ability. It is pretty trite here to rehearse the record of performance of the handicapped but recent figures of the B.L.S. again prove that the disabled worker when properly placed is superior to or equal to the able-bodied.



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PURCHASING NOTES

Contributed by the Purchasing Agents Association of
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Materials Management Today*

To attain successful materials management today, you must do at least three things. First, you must possess a clear and complete understanding of the problem. Second, you must decide upon an intelligent organization structure specifically aimed at an efficient solution of the problem presented. Third, you must choose personnel wisely to insure a capable, smooth-working and cooperative group. Thus, you give life to the organization structure, which will in turn provide you the means to be skillfully used to accomplish the purpose.

The problem is to place purchase orders with satisfactory sources of supply, and sufficiently in advance of actual requirements, to maintain a reasonable inventory status and yet meet the delivery situation as it relates to the items of interest, and the operating needs. From a purchasing viewpoint the steel business is rather broad in scope because the average steel mill inventory will include from eleven to nineteen thousand items, depending upon the nature of the operating units. In Carnegie-Illinois the purchasing organization includes 125 people and we place about 275,000 orders per year.

The purchasing function acts, of course, in a dual capacity with its relations to the operation of the business on the one hand, and its relations with the trade or suppliers, on the other. Our knowledge of the problem involves familiarity with many matters.

Some items are of general interest as for example, inventories. Some of the factors in controlling inventories are: the quantity on hand, rate of consumption, storage capacity, the market situation—as it affects price, and

the delivery time required to get the item. On the one hand, we should not tie up any more of the company funds in inventories than necessary to insure orderly plant operation, maintenance and repair as dictated by the rate of operations. On the other hand, the availability of a commodity will depend on the situation at the plant manufacturing the item, its business situation, labor conditions, etc. At times, these market factors may be the more important in deciding the quantity to buy, and when to buy, rather than the immediate need. Obviously there must be close cooperation between plant and purchasing department personnel to coordinate operating information and purchasing information.

There is a financial interest in inventories. There is a purchasing interest in inventories. In its final analysis the real control of inventories is in the hands of the operating plants because only they can use up the inventories.

Another problem is the testing or trial of new products or materials, the development of a special material to meet a specific need, and in general, the importance of factual operating data. Since we are interested in making the most economic purchase, we are always looking for a better and higher standard. Factual operating data will show the results secured in using different makes of a commodity, and will contribute to greater intelligence in placing future purchase orders, since decisions can be based on facts.

Another point which deserves thought is standardization and the development of specifications to cover many of your purchased items. Standardization is a continuing study and desired results will evolve as the effort progresses. The possible economies—

both from a purchasing and an operating viewpoint—are very attractive, including minimum spares, and fewer purchases to be made.

The development of standard specifications is in the direction of making purchases on a sound basis, rather than purchase by trade names or other identifying symbols. The latter method is easier and simpler, but we have accomplished substantial savings through standardization and the establishment of standard specifications.

Specifications as related to the engineering field of construction or mill equipment, is, of course, primarily an engineering assignment. There are, however, certain aspects which are important from a purchasing viewpoint. The specification should not be written around the product of any one manufacturer, if there is to be given equal opportunity to bid. The obligation of the purchasing department is to be fair at all times, and impartial to a fault. An important point is to keep clearly in mind the status of the supplier. If you intend to tell the vendor just how to build the equipment, then you can only hold him responsible for quality of material and workmanship

(Continued on page 44)

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* Condensation of address by R. L. Van Cleve, General Purchasing Agent, Carnegie-Illinois Steel Corporation, Pittsburgh, Pa. before the N.A.P.A. Convention.

BUSINESS PATTERN

A comprehensive summary of the ups and downs of industrial activity in Connecticut for the thirty day period ending on the 15th day of the second previous month.

Now that a full year has passed since the surrender of Japan, it is of interest to review business activity in Connecticut during the first year of peace. In the transition from an all-out war economy to a period of heavy postwar production there have been many important changes in the industrial and business development of the State. In July 1945, just prior to the sudden ending of the war, the index of general business activity in Connecticut stood at 49% above normal, having fallen off about 17 percentage points from V-E Day. In August the index declined 21 points and in September an additional 15 points to 13% above normal as war contracts were terminated and tens of thousands of factory workers were released from their jobs.

A substantial amount of postwar planning and some reconversion had been accomplished during the latter months of the war and, with the war

over, business concerns made every effort to complete the change-over to civilian production as rapidly as the availability of equipment and materials would permit. Considerable progress was made during the last quarter of 1945, and by January of this year employment and manhours worked had improved sufficiently to raise the business index to 20% above normal.

Reconversion was progressing faster than had been generally expected and it appeared that full-scale production would soon be achieved. However, strikes which had already occurred in some industries became more numerous and in February resulted in more than 40,000 workers being idle. These labor disturbances greatly retarded the recovery program and as a result the business index, instead of advancing as had been the case in previous months, fell off 5 points in February. In the three succeeding months the strike wave gradually subsided, em-

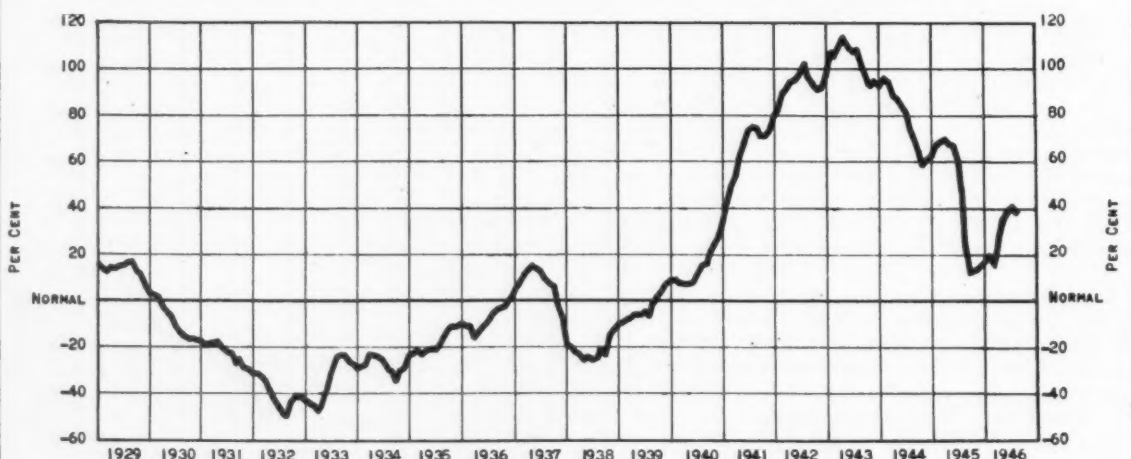
ployment and manhours increased allowing the business index to rise sharply to 39% above normal by May. The index advanced two percentage points in June and then in July returned to 39% above normal as many companies granted their employees summer vacations.

Throughout most of the past year manufacturing employment has shown an exceptionally steady growth. A monthly report prepared by the State Department of Labor reveals that there were 395,000 persons employed in Connecticut factories in July 1945. Two months later the number had fallen off to about 325,000, a loss of 70,000. From that point on employment gained consistently each month, except for workers made idle temporarily because of strikes, and in June of this year approximately 390,000 were employed, only slightly below the July 1945 total. In this eleven-month period male employment increased 3% while female employment decreased 9%. In July 1945 women accounted for 35% of the total and this June they represented about 33%, a decline of 2%.

A review of average weekly earnings of workers in Connecticut factories shows that in May of this year, most recent month for which figures are available, male employees were receiving \$52.42 as compared with \$57.73 in July 1945. These somewhat lower earnings are the result of a reduction in average hours worked per week from 48.7 in July of last year

(Continued on page 44)

GENERAL BUSINESS ACTIVITY IN CONNECTICUT COMPARED WITH NORMAL



ACCOUNTING HINTS

Contributed by the Hartford Chapter National Association of Cost Accountants to stimulate the use of better accounting techniques in industry.

Sales Prices

IN establishing and checking sales prices, one of the mistakes most commonly made by the sales department and often the management of a manufacturing business is to use standard cost as indicative of "all in" or total cost. Actually, the standard cost made up of three factors—standard material, standard labor and standard overhead—is merely the base, the first two of such factors being the essential element for computing the "all in" cost of any given class of business or individual article.

It is important that cost data compiled for purposes of arriving at sales prices be basically simple of compilation and application. Many cost systems in use, even in well managed companies, are very detailed and such detailed procedures are impracticable of application for purposes of checking or recommending sales prices.

It is well worth the effort to summarize all factors of cost at the close of each month so that proper distribution is made of cost variances in excess of standard and other expenses over the various lines of business. Having distributed such excesses and expenses to the various lines of business, it is a relatively simple matter to apply them on a pro rata basis to any given article within such line of business to arrive at the "all in" cost of such article. After going this far, it is also possible to consider the various elements of cost in the light of forward indications of increases or decreases and to give proper reflection thereto for purposes of recommending the cost to be used for establishing sales prices.

Whether the article is competitive or a proprietary article, it is important to know the cost. In the former situation, of course, the sales prices decided

upon will undoubtedly include a closer profit margin than in the latter case.

When the data has been compiled as herein indicated for the various lines of output, giving effect to forward indications, it is possible to establish a relatively simple method of arriving at recommended sales prices. Since the direct material and direct labor costs are the foundation for building up a cost sheet showing "all in" cost, a sales pricing formula can be readily authorized permitting these two elements of

cost each to be multiplied by a factor to cover overhead and profit. The following illustration, which for simplicity is based on an assumed cost of \$1.00 each for standard material and labor and with other elements of cost applied at assumed ratios, will demonstrate this.

Cost Summary:	Material	Labor	Total
Direct Cost	\$1.00	\$1.00	\$2.00
Material Variance—10%	.10		.10
Labor Variance—25%		.25	.25
Standard Overhead—200%		2.00	2.00
Unabsorbed Overhead—75%		.75	.75

Total Manufacturing Cost	\$1.10	\$4.00	\$5.10
Administrative and Selling Expenses—20% applied rateably	.22	.80	1.02

Total Cost	\$1.32	\$4.80	\$6.12
Profit Objective—25% of Sales (Add 1/3 of total cost)	.44	1.60	2.04

Recommended Sales Price	\$1.76	\$6.40	\$8.16
The sales pricing formula is accordingly:			
Direct Material x 1.76	=		
Direct Labor x 6.40	=		
Total	=		
		Recommended Sales Price	

It is immaterial when the above method is followed whether the raw

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material for the article being priced is steel, copper, chemical or what-not. The result of applying a separate factor to each element of cost will result in a recommended sales price covering cost and including the desired profit. Further refinement in the computation can be made by those who wish to distinguish purchased parts from raw materials or to distinguish other factors in the cost summary. Cost of tools, molds or other starting costs are, of course, outside the scope of the above and are to be added to the product price computed above.

Export News

(Continued from page 38)

of the *Anglo-American Industrial Newsletter* and its publisher has extended an invitation to our industrial readers to submit short announcements of their new products, as well as brief descriptive listings of their catalogues, for inclusion without charge in the *Newsletter*.

The *Newsletter* is at present printed in English, French, Dutch, Swedish, Italian and Portuguese, and includes data relative to new United States products and processes, lists bulletins and catalogues, available upon request to manufacturers, contains important feature articles, industrial news by countries (furnished through the courtesy of the Office of International Trade), business opportunities from all over the world, important technical book reviews, U. S. Patents and a résumé of current developments in the American chemical industries.

Sample copy may be obtained upon request to the New York Office of the *Newsletter*, at 11 West 42nd Street, New York 18, New York.

★ ★ ★

ONE OF THE LATEST reports to be issued by the U. S. Tariff Commission is that on Panama's Commercial Policy. With the important exception of the recent legislation to limit the participation of foreigners in domestic commerce, Panama maintains few controls over foreign and domestic commerce, or over other productive activities. Among the topics covered in the Tariff Commission report are the import tariff; export duties; commercial treaties; the "naturalization" of domestic commerce; wartime fi-

nancial controls; export and re-export controls; price control and rationing; and postwar rationing relating to controls and commercial policy. The Commission has previously issued reports on Economic Controls and Commercial Policy for a number of Latin American countries, namely, Argentina, Bolivia, Brazil, Colombia, Costa Rica, Cuba, Dominican Republic, Ecuador, Haiti, Mexico, Paraguay, Peru, Uruguay and Venezuela.

Purchasing Notes

(Continued from page 41)

in erecting the equipment of your design.

A specification should clearly state the scope of work to be performed, and in the case of equipment the functional capacity or the general over-all performance desired. Every bidder is entitled to have complete information, and all the terms and conditions before he bids. Another very important phase of specification writing relates to proper and adequate legal coverage. This requirement varies with different kinds of jobs, but serious accidents can occur on a small job as well as on a big job, so that we should guard against difficulties and possibly litigation. This matter of legal coverage is most important.

What kind of an organization set-up is required? Any time you shut the door to your office and quietly study this matter of organization structure, you will be spending your time wisely. You may have a clear and complete understanding of the problem but it is the solution of the problem that counts.

The organization must be adequate to handle the volume of purchase orders to be placed. A minimum amount of supervision is desirable. Assignments of commodities to buyers should be specific and definite. Each buyer should be delegated authority commensurate with his responsibility and he should be entirely responsible for his commodities to the full extent of his capabilities. The organization structure should provide for detail assignments so that no buyer is doing work which can be satisfactorily performed by less qualified personnel. The distribution of space and location of the component parts of the organization should all be directed toward a con-

sistent and progressive flow of the paper work throughout the department in order to accomplish an efficient performance of the purchasing function.

There is no question but that the subject of personnel is paramount in any organization. Management may know the problem and may set up a sound and well conceived organization structure, but the pay-off is directly proportional to the character, ability, attitude, aptitude, personality, initiative, aggressiveness, diplomacy, tenacity, and other desirable characteristics of its personnel. Well chosen and properly placed personnel mean satisfied employees, less labor turnover, stability, better performance, greater efficiency, increased prestige—because the plants respond to better service and the trade like to do business with your organization.

Material management is really fortunate in that its performance necessarily involves much personal contact both within and without the business itself. There is great opportunity to build good will, that intangible something which money cannot buy and yet every business prizes so highly. Every member of an organization, who in any capacity comes in contact with the public, is a salesman. The impression he makes is an advertisement, good or bad.

Business Pattern

(Continued from page 42)

to 44.0 in May 1946. Between these same dates average hourly earnings, adjusted to a 40-hour base, rose from \$1.087 to \$1.140 as general wage increases were granted by most industrial concerns. Female earnings and hours followed a similar pattern in the ten-month period from July 1945 to May 1946. Average weekly earnings declined from \$38.56 to \$34.68 and hours worked dropped from 43.5 to 39.0 while basic hourly earnings increased from \$.851 to \$.890.

In the twelve months ending with July 1946 freight shipments originating in eight Connecticut cities were about 22% less than the tonnage forwarded during the preceding twelve months, a period which represented the last full year of war. Shipments of the past year, however, were considerably above the quantity of freight handled in corresponding prewar periods.

IT'S MADE IN CONNECTICUT

EDITOR'S NOTE: This department, giving a partial list of peace-time products manufactured in Connecticut by company, seeks to facilitate contacts between prospective purchasers in domestic or foreign markets and producers. It includes only those listings ordered by Connecticut producers. Interested buyers may secure further information by writing this department.

(Advertisement)

Accounting Forms	
The Baker Goodyear Co	New Haven
Accounting Machines	
Underwood Corporation	Bridgeport
Adding Machines	
Underwood Corporation	Bridgeport
Advertising Specialties	
The H C Cook Co 32 Beaver St	Ansonia
Waterbury Companies Inc	Waterbury
Aero Webbing Products	
Russell Mfg Co	Middletown
Air Compressors	
The Spencer Turbine Co	Hartford
Air Conditioning	
Home Heating Service Inc (forced air heating units, oil fired)	South Norwalk
Aircraft	
Chance Vought Aircraft Division	United Aircraft Corporation (airplanes)
Sikorsky Aircraft Division	United Aircraft Corporation (helicopters)
Aircraft Accessories	
Chandler Evans Corp (aircraft carburetors, fuel pumps, water pumps & Protek plugs)	West Hartford
Warren McArthur Corp (Airplane Seatings)	Bantam
Aircraft Electrical Testing Equipment	
United Advertising Corp, Electrical Division	New Haven
Aircraft—Repair & Overhaul	
Airport Department Pratt & Whitney Aircraft Division	Rentschler Field East Hartford
United Airports Div United Aircraft Corp	Rentschler Field East Hartford
Aircraft Tubes	
American Tube Bending Co Inc	New Haven
Air Ducts	
The Wiremold Co (Retractable)	Hartford
Airplanes	
Chance-Vought Aircraft Div	United Aircraft Corp
Aluminum Castings	
Newton-New Haven Co 688 Third Avenue	West Haven
Aluminum Forgings	
Scovill Manufacturing Company	Waterbury 91
Aluminum Goods	
Waterbury Companies Inc	Waterbury
Aluminum Ingots	
Lapides Metals Corp	New Haven
Aluminum Lasts	
Shoe Hardware Div U S Rubber Company	Waterbury
Aluminum—Sheets & Coils	
United Smelting & Aluminum Co Inc	New Haven
Ammunition	
Remington Arms Co Inc	Bridgeport
Winchester Repeating Arms Company Division	Olin Industries Inc
Anodizing	
Conn Metal Finishing Co	Hamden
Apparel Fabrics—Woolen & Worsted	
Broad Brook Company	Broad Brook
Artificial Leather	
The Permatex Fabrics Corp	Jewett City
Zapon Div, Atlas Powder Co	Stamford
Asbestos	
Rockbestos Products Corp (insulated wire, cable and cords)	New Haven
The Raybestos Div of Raybestos-Manhattan Inc	brake lining, clutch facings, sheet packing and wick)
The Auburn Manufacturing Company (gaskets, packings, wicks)	Middletown
Asbestos & Rubber Packing	
Colt's Patent Fire Arms Mfg Co	Hartford
Assemblies, Small	
The Greist Manufacturing Co	New Haven
The Han-Dee Spring and Manufacturing Co (Small)	Hartford
The Wallace Barnes Co Div Associated Spring Corp	Bristol
Auto Cable Housing	
The Wiremold Company	Hartford
Automatic Control Instruments	
The Bristol Co (temperature, pressure, flow, humidity, time)	Waterbury
Automobile Accessories	
The Rostand Mfg Co (windshields, seats and body hardware)	Milford
The Raybestos Div of Raybestos-Manhattan Inc	(brake lining, rivet brass, clutch facings, packing)
Kilborn-Sauer Company (lights and other accessories)	Fairfield
Automotive Friction Fabrics	
The Russell Mfg Co	Middletown
Automotive Parts	
Eis Manufacturing Co (Hydraulic and Mechanical)	Middletown
Automotive & Service Station Equipment	
Scovill Manufacturing Company (Canned Oil Dispensers)	Waterbury 91
The Raybestos Div of Raybestos-Manhattan Inc	(brake service machinery)
Automotive Tools	
Eis Manufacturing Company	Middletown
Bakelite Moldings	
Waterbury Companies Inc	Waterbury
The Watertown Mfg Co	Watertown
Bakery Ovens	
American Machine & Foundry Co	New Haven
Balls	
The Abbott Ball Co (steel bearing and burnishing)	Hartford
The Hartford Steel Ball Co (steel bearing and burnishing, brass, bronze, monel, stainless aluminum)	Hartford
Banks	
Hall Mfg Co (dime and combination)	Ansonia
Barrels	
The Abbott Ball Co (burnishing and tumbling)	Hartford
The Hartford Steel Ball Co (tumbling)	Hartford
Bathroom Accessories	
The Autoyre Company	Oakville
The Charles Parker Co	Meriden
Bath Tubs	
Dextone Company	New Haven
Bearings	
New Departure Div of General Motors (ball)	Bristol
Fafnir Bearing Co (ball)	New Britain
Norma-Hoffmann Bearings Corp (ball and roller)	Stamford
Bellows	
Bridgeport Thermostat Company Inc (metallic)	Bridgeport
Bellows Assemblies	
Bridgeport Thermostat Company Inc	Bridgeport
Bellows Shaft Seal Assemblies	
Bridgeport Thermostat Company Inc	Bridgeport
Bells	
Bevin Brothers Mfg Co	East Hampton
The Gong Bell Mfg Co	East Hampton
The N N Hill Brass Co	East Hampton
Gaynor Electric Company Inc (and buzzers)	Bridgeport
Belt Fasteners	
Saling Manufacturing Company (patented self-aligning)	Unionville
Belting	
Hartford Belting Co	Hartford
The Russell Mfg Co	Middletown
The Thames Belting Co	Norwich
Benches	
The Charles Parker Co (piano)	Meriden
Bent Tubing	
American Tube Bending Co Inc	New Haven
Bicycle Coaster Brakes	
New Departure Div General Motors Corp	Bristol
Bicycle Sundries	
New Departure Div General Motors Corp	Bristol
Binders Board	
Colonial Board Company	Manchester
Biological Products	
Ernst Bischoff Company Inc	Ivoryton
Blackening Salts for Metals	
Mitchell-Bradford Chemical Co	Bridgeport
Blades	
Capewell Manufacturing Company, Metal Saw Division (hack saw and band saw)	Hartford
Bleaching, Dyeing, Printing & Finishing	
The United States Finishing Company (textile fabrics)	Norwich
Blocks	
Howard Company (cupola fire clay)	New Haven
Blower Fans	
The Spencer Turbine Co	Hartford
Colonial Blower Company	Hartford
Connecticut Blower Company	Hartford
Blower Systems	
Colonial Blower Company	Hartford
L-R Mfg Div of The Ripley Co	Torrington
Connecticut Blower Company	Hartford
Blueprints and Photostats	
Joseph Merritt & Co	Hartford
Boilers	
The Bigelow Co	New Haven
Petroleum Heat & Power Co (domestic only)	Stamford
Bolts & Nuts	
Clark Brothers Bolt Co	Milldale
The O K Tool Co Inc (T-Slot)	33 Hull St Shelton
The Blake & Johnson Co (nuts, machine screws, bolts, stove)	Waterville
Bomb Sling & Tank Strap Terminals for Aircraft	
Geo W Fleming Co	Wallingford
Bonderizing	
Clairglow Mfg Company	Portland
The Leeds Electric and Mfg Co	Hartford
Bouillon Cubes	
Maggi Co Inc (Maggi's)	New Milford
Box Board	
The Lydall & Foulds Paper Co	Manchester
National Folding Box Co	New Haven
New Haven Pulp & Board Co	New Haven
Robertson Paper Box Co	Montville
Robert Gair Co	Portland
Boxes	
Merriam Mfg Co (steel cash, bond, security, fitted tool and tackle boxes)	Durham
Robert Gair Co (corrugated and solid fibre shipping containers)	Portland
Clairglow Mfg Company (metal)	Portland
Folding Boxes Incorporated (paper, folding)	Manchester
Boxes & Crates	
The City Lumber Co of Bridgeport Inc	Bridgeport
Boxes—Paper—Folding	
Atlantic Carton Corp	Norwich
Bridgeport Paper Box Co	Bridgeport
S Curtis & Son Inc	Sandy Hook
M S Dowd Carton Co	Hartford
National Folding Box Co (paper folding)	New Haven
The Warner Brothers Company	Bridgeport
The New Haven Pulp & Board Co	New Haven
Robertson Paper Box Co	Montville
Robert Gair Co	Portland
Boxes—Paper—Setup	
Bridgeport Paper Box Co	Bridgeport
The Heminway Corporation	Waterbury
Brake Cables	
Eis Manufacturing Co	Middletown
Brake Linings	
Colt's Patent Fire Arms Mfg Co	Hartford
The Raybestos Div of Raybestos-Manhattan Inc	(automotive and industrial)
The Russell Mfg Co	Middletown
Brake Service Parts	
Eis Manufacturing Co	Middletown
Brass and Bronze	
The American Brass Co (sheet, wire, rods, tubes)	Waterbury
The Bristol Brass Corp (sheet, wire, rods)	Bristol
The Miller Company (phosphor bronze and brass in sheets, strips, rolls)	Meriden
Scovill Manufacturing Company	Waterbury 91
The Thinsheet Metals Co (sheets and rolls)	Waterbury
Chase Brass & Copper Co	Waterbury
Brass & Bronze Ingot Metal	
The Whipple and Choate Company	Bridgeport

I T ' S M A D E I N C O N N E C T I C U T

Brass Goods	
Scovill Manufacturing Company (To Order)	Waterbury 91
Waterbury Companies Inc (to order) (small sheet metal parts)	Waterbury
Winchester Repeating Arms Company Division	Olin Industries Inc New Haven
Brass Mill Products	
Bridgeport Brass Co	Bridgeport
Scovill Manufacturing Company	Waterbury 91
Chase Brass & Copper Co	Waterbury
Brass Stencils—Interchangeable	
The Fletcher Terry Co	Box 415, Forestville
Brass Wall Plates	
Gaynor Electric Company Inc	Bridgeport
Brick—Building	
The Donnelly Brick Co	New Britain
Bricks—Fire	
Howard Company	New Haven
Broaching	
The Hartford Special Machinery Co	Hartford
American Standard Co	Plantsville
Brooms—Brushes	
The Fuller Brush Co	Hartford
Buckles	
The Hatheway Mfg Co (Dec Rings)	Bridgeport
The Hawie Mfg Co	Bridgeport
The G E Prentice Mfg Co	New Britain
John M Russell Mfg Co Inc	Naugatuck
B Schwanda & Sons	Staffordville
The Patent Button Co	Waterbury
Waterbury Companies Inc	Waterbury
Shoe Hardware Div U S Rubber Company (footwear, clothing and strap)	Waterbury
Buffing & Polishing Compositions	
Apothecaries Hall Co	Waterbury
Lea Mfg Co	Waterbury
Buffing Wheels	
The Williamsville Buff Mfg Co	Danielson
Buttons	
B Schwanda & Sons	Staffordville
The Patent Button Co	Waterbury
Colt's Patent Fire Arms Mfg Co	Hartford
Scovill Manufacturing Company (Uniform and Tack Fastened)	Waterbury 91
Waterbury Companies Inc	Waterbury
The L C White Company	Waterbury
Cabinets	
The Charles Parker Co (medicine)	Meriden
Cabinet Work	
Hartford Builders Finish Co	Hartford
Cages	
The Andrew B Hendryx Co (bird and animal)	New Haven
Cams	
The Hartford Special Machinery Co	Hartford
Rowbottom Machine Company Inc	Waterbury
Canvas Products	
F B Skiff Inc	Hartford
Capacitors	
The Electro Motive Mfg Co Inc (mica & trimmer)	Willimantic
Card Clothing	
The Standard Card Clothing Co (for textile mills)	Stafford Springs
Carpets and Rugs	
Bigelow-Sanford Carpet Co	Thompsonville
Carpet Lining	
Palmer Brothers Co	New London
Casket Trimmings	
The Bridgeport Casket Hardware Co	Bridgeport
Casters	
The Bassick Company (Industrial and General)	Bridgeport
Casters—Industrial	
George P Clark Co	Windsor Locks
Castings	
The Charles Parker Co (gray iron)	Meriden
The Bradley & Hubbard Mfg Co (gray iron, brass, bronze, aluminum)	Meriden
The Gillette-Vibber (gray iron, brass, bronze, aluminum, also Bronze Bushing Stock)	New London
The Sessions Foundry Co (gray iron)	Bristol
John M Russell Mfg Inc (brass, bronze and aluminum)	Naugatuck
Malleable Iron Fittings Co (malleable iron and steel)	Branford
McLagan Foundry Co (gray iron)	New Haven
Newton-New Haven Co (zinc and aluminum)	688 Third Ave West Haven
Philbrick-Booth & Spencer Inc (gray iron)	Hartford
Scovill Manufacturing Company (Brass & Bronze)	Waterbury 91
Union Mfg Co (gray iron)	New Britain
Wilcox Crittenden & Co Inc (gray iron and brass)	Middletown
The Waterbury Foundry Company (highway & sash weights)	Waterbury
Castings—Permanent Mould	
The Bradley & Hubbard Mfg Co (zinc and aluminum)	Meriden
Centrifugal Blower Wheels	
The Torrington Manufacturing Co	Torrington
Chain	
John M Russell Mfg Co Inc	Naugatuck
Chain—Welded and Weldless	
Bridgeport Chain & Mfg Co	Bridgeport
Chains—Bead	
The Bead Chain Mfg Co	Bridgeport
Chartered Coach Service	
The Connecticut Company (excursions a specialty)	New Haven
Chemicals	
Apothecaries Hall Co	Waterbury
MacDermid Incorporated	Waterbury
American Cyanamid & Chemical Corp	Waterbury
Edcan Laboratories	South Norwalk
Macalaster Bicknell Company	New Haven
Cherries	
John Magee & Co Incorporated	Saybrook
Chromium Plating	
Chromium Corp of America	Waterbury
The Chromium Process Company	Shelton
Chucks	
The Cushman Chuck Co	Hartford
Chucks & Face Plate Jaws	
Union Mfg Co	New Britain
Clay	
Howard Company (Fire Howard "B" and High Temperature Dry)	New Haven
Cleansing Compounds	
MacDermid Incorporated	Waterbury
Clocks	
Seth Thomas Clocks	Thomaston
The United States Time Corporation	Waterbury
Clocks—Alarm	
The Lux Clock Mfg Co	Waterbury
The New Haven Clock and Watch Co (spring & electric)	New Haven
The William L Gilbert Clock Corporation	Winsted
Clocks—Automatic Cooking	
The Lux Clock Mfg Co	Waterbury
Clutch Mechanisms	
The Lux Clock Mfg Co	Waterbury
Clutch Facings	
The Russell Mfg Co	Middletown
Clutch—Friction	
The Raybestos Div of Raybestos-Manhattan Inc (clutch facings—molded, woven, fabric, metallic)	Bridgeport
Coinmaster Products	
Hall Mfg Co	Ansonia
Comfortables	
Palmer Brothers Co	New London
Commercial Heat Treating	
The A F Holden Company	52 Richard St West Haven
Communication Equipment	
Airadio Incorporated (aircraft, marine, intra-facility)	Stamford
Compressors	
Norwalk Company Inc (high pressure air and gas)	South Norwalk
Concrete Products	
Plasticrete Corp	Hamden
Condensers	
Airadio Incorporated (variable)	Stamford
Cones	
Sonoco Products Co (Climax-Lowell Div)	Mystic
Consulting Engineers	
The Stanley P Rockwell Co Inc (Consulting)	Hartford
Contract Machining	
Malleable Iron Fittings Company	Branford
Contract Manufacturers	
Geo W Fleming Co (Metal parts and assemblies)	Wallingford
The Greist Mfg Co (metal parts and assemblies)	New Haven
503 Blake St	New Haven
Merriam Mfg Co (production runs—metal boxes and containers to specifications)	Durham
Scovill Manufacturing Company (Metal Parts and Assemblies)	Waterbury 91
Waterbury Companies Inc	Waterbury
Controllers	
Manning Maxwell & Moore Inc	Bridgeport
Conveyor Systems	
The Leeds Electric and Mfg Co	Hartford
Copper	
The American Brass Co (sheet, wire, rods, tubes)	Waterbury
The Bristol Brass Corp (sheet)	Bristol
The Thinsheet Metals Co (sheets and rolls)	Waterbury
Chase Brass & Copper Co (sheet, rod, wire, tube)	Waterbury
Copper Sheets	
The New Haven Copper Co	Seymour
Copper Shingles	
The New Haven Copper Co	Seymour
Copper Water Tube	
Bridgeport Brass Co	Bridgeport
Cork Cots	
Sonoco Products Co (Climax-Lowell Div)	Mystic
Corrugated Box Manufacturers	
The Danbury Square Box Co	Danbury
Corrugated Shipping Cases	
D L & D Container Corp 87 Shelton Ave	New Haven
Connecticut Corrugated Box Div Robert Gair Co Inc	Portland
Cosmetic Containers	
The Eyelet Specialty Co	Waterbury
Cosmetics	
Northam Warren Corporation	Stamford
The J B Williams Co	Glastonbury
Cotton Batting & Jute Batting	
Palmer Brothers	New London
Cotton Yarn	
The Floyd Cranska Co	Moosup
Counting Devices	
Veeder-Root Inc	Hartford
Cut Stone	
The Dextone Co	New Haven
Cutters	
The Standard Machinery Co (rotary board, single and duplex)	Mystic
The O K Tool Co Inc (inserted tooth milling)	Shelton
33 Hull St	Shelton
The Barnes Tool Company (pipe cutters, hand)	New Haven
Delayed Action Mechanism	
American Standard Co (special)	Plantsville
Dental Gold Alloys	
M H Rhodes Inc	Hartford
The R W Cramer Company Inc	Centerbrook
Dental Gold Alloys	
The J M Ney Company	Hartford
Dictating Machines	
Dictaphone Corporation	Bridgeport
The Soundscribe Corporation	New Haven
The Gray Manufacturing Company	Hartford
Die & Tool Makers	
Parsons Tool Inc	New Britain
Die Castings	
Newton-New Haven Co Inc	688 Third Ave West Haven
Die Casting Dies	
ABA Tool & Engineering Co	Manchester
The Weimann Bros Mfg Co	Derby
Die Castings (Aluminum & Zinc)	
Corbin Cabinet Lock Div American Hardware Corp	New Britain
Die-Heads—Self-Opening	
The Eastern Machine Screw Corp	Truman & Barclay Sts New Haven
Dies	
The Geometric Tool Co	New Haven
Dish Washing Machines	
The Hoggson & Pettis Mfg Co 141 Brewery St	New Haven
The Parker Stamp Works Inc (for plastics and die castings)	Hartford
American Standard Co	Plantsville
Disk Harrows	
Colt's Patent Fire Arms Mfg Co	Hartford
Door Closers	
Orkil Inc—Cutaway Harrow Division	Higganum
Dowel Pins	
The Yale & Towne Manufacturing Company	Stamford
Drafting Accessories	
The Allen Manufacturing Co	Hartford
Joseph Merritt & Co	Hartford
Draperies	
Palmer Brothers Co	New London
Drilling Machines	
The Henry & Wright Manufacturing Company (sensitive)	Hartford
Drop Forgings	
Wilcox Crittenden & Co Inc	Middletown
The Blakeslee Forging Co	Plantsville
Atwater Mfg Co	Plantsville
Capewell Mfg Company	Hartford
The Bridgeport Hdwe Mfg Corp	Bridgeport
Druggists' Rubber Sundries	
The Seamless Rubber Company	New Haven
Goodyear Rubber Sundries Inc (Guardian "Plasti-Clear," baby pants, crib sheets & bibs, household aprons, raincoats, scarves & hoods, shower curtains, etc.)	New Haven
Dust Collecting Systems	
Connecticut Blower Company	Hartford
Edged Tools	
The Collins Co (axes and other edged tools)	Collinsville
Elastic Webbing	
The Russell Mfg Co	Middletown
Electric Appliances	
The Silcox Co	80 Pliny St Hartford (Adv.)

I T ' S M A D E I N C O N N E C T I C U T

Electric Cables
Rockbestos Products Corp (asbestos insulated) New Haven

Electric Circuit Breakers
The Trumbull Electric Mfg Co Plainville
Electric—Communtators & Segments
The Cameron Elec Mfg Co (rewinding motors) Ansonia

Electric Cord & Cord Sets
Accurate Insulated Wire Corp New Haven

Electric Cords
Rockbestos Products Corp (asbestos insulated) New Haven

Electric Eye Control
United Cinephone Corporation Torrington

Electric Fixture Wire
Rockbestos Products Corp (asbestos insulated) New Haven

Electric Hand Irons
Winsted Hardware Mfg Co (trade mark "Durabilt") Winsted

Electric Insulation
The Rogers Corporation Manchester
Case Brothers Inc Manchester

Electric Panel Boards
Federal Electric Products Co Inc Hartford
The Trumbull Electric Mfg Co Plainville

Electric Safety Switches
Federal Electric Products Co Inc Hartford
The Trumbull Electric Mfg Co Plainville

Electric Signs
United Advertising Corp New Haven

Electric Time Controls
The R W Cramer Company Inc Centerbrook

Electric Timepieces
The New Haven Clock and Watch Co (automobile & alarm) New Haven

Electric Wire
Rockbestos Products Corp (asbestos insulated) New Haven

Electrical Circuit Breakers
Federal Electric Products Co Inc Hartford

Electrical Conduit Fittings & Grounding Specialties
The Gillette-Vibber Company New London

Electrical Control Apparatus
The Trumbull Electric Mfg Co Plainville
Federal Electric Products Co Inc Hartford

Electrical Goods
A C Gilbert Co New Haven

Electrical Motors
U S Electrical Motors Inc Milford

Electrical Recorders
The Bristol Co Waterbury

Electrical Relays and Controls
Allied Control Co Plantsville

Electronic Equipment
Airadio Incorporated Stamford

Electronics
The Gray Manufacturing Company Hartford
Crystal Research Laboratories Inc Hartford
Arthur T Hutton & Company Hartford
United Cinephone Corporation Torrington

Electroplating
National Sherardizing & Machine Co Hartford

Electroplating—Equipment & Supplies
Waterbury Plating Company Waterbury
Enthone Inc New Haven

Electrotypes
W T Barnum & Co Inc (all classes) New Haven

Elevators
The Eastern Machinery Co (passenger and freight) New Haven

Enameling
The Leeds Electric and Mfg Co (including wrinkle finishes) Hartford
Conn Metal Finishing Co Hamden
Waterbury Plating Company Waterbury

Enameling and Finishing
Clairglow Mfg Co Portland

Engines
Wolverine Motor Works Inc (diesel stationary marine) Bridgeport
Pratt & Whitney Aircraft Div United Aircraft Corp (aircraft) East Hartford

Envelopes
Plimpton Mfg Co Div U S Envelope Co Hartford
Curtis 1000 Inc Hartford

Extractors—Tap
The Walton Company 94 Allyn St Hartford

Eyelets
The Platt Bros & Co P O Box 1030 Waterbury
Scovill Manufacturing Co Waterbury 91
Waterbury Companies Inc Waterbury
The Plume & Atwood Mfg Co Waterbury
The Chromium Process Company Shelton
The L C White Company Waterbury

Fasteners—Slide & Snap
The G E Prentice Mfg Co New Britain
Scovill Manufacturing Company (Snap) Waterbury 91

Felt
The Auburn Manufacturing Company (mechanical, cut parts) Middletown

Felt—All Purposes
American Felt Co (Mills & Cutting Plant) Glenville

Ferrules
Waterbury Companies Inc Waterbury

Fibre Board
The C H Norton Co North Westchester
Rogers Corporation (Specialty) Manchester
Case Brothers Inc Manchester

File Cards
The Standard Card Clothing Co Stafford Springs

Film Spools
Watkins Manufacturing Co Inc Milford

Finger Nail Clippers
The H C Cook Co 32 Beaver St Ansonia

Firearms
Colt's Patent Fire Arms Mfg Co Hartford
Remington Arms Co Inc Bridgeport
Winchester Repeating Arms Company Division Olin Industries Inc New Haven

Fire Hose
Fabrics Fire Hose (municipal and industrial) Sandy Hook

Fireplace Goods
The John P Smith Co (screens) 423-33 Chapel St New Haven
The Rostand Mfg Co Milford
The American Windshield & Specialty Co 881 Boston Post Road Milford

Fireproof Floor Joists
The Dextone Co New Haven

Fireworks
M Backs' Sons Inc Wallingford

Fishing Tackle
The Horton Mfg Co (reels, rods, lines) Bristol
The Bevin-Wilcox Line Co (lines) East Hampton

Flashlights
The H C Cook Co 32 Beaver St Ansonia
Jim Harvey Div Local Industries Inc (nets, lures) Lakeville

Flashlight and Radio Batteries
Winchester Repeating Arms Company Division Olin Industries Inc New Haven

Floor & Ceiling Plates
Gaynor Electric Company Inc Bridgeport
The Beaton & Cadwell Mfg Co New Britain

Fluorescent Lighting Equipment
The Wiremold Company Hartford

Forgings
Clark Brothers Bolt Co Milldale
Heppenstall Co (all kinds and shapes) Bridgeport
Scovill Manufacturing Company (Non-ferrous) Waterbury 91

Foundries
Union Mfg Co (gray iron) New Britain
Wilcox Crittenden & Co Inc (iron, brass, aluminum and bronze) Middletown
The Sessions Foundry Co (iron) Bristol

Foundry Riddles
The John P Smith Co 423-33 Chapel St New Haven
Rolock Inc (brass, galvanized, steel) Southport

Furnaces
Home Heating Service Inc (warm air oil fired) South Norwalk

Furnace Linings
The Mullite Refractories Co Shelton

Furniture Pads
The Gilman Brothers Company Gilman

Gage Blocks
Fonda Gage Company (Fonda lifetime-carbide and steel) Stamford

Galvanizing
Malleable Iron Fittings Co Branford
Wilcox Crittenden & Co Inc Bridgeport

Galvanizing & Electrical Plating
The Gillette-Vibber Co New London

Gaskets
The Raybestos Div of Raybestos-Manhattan Inc Bridgeport

Gauges
The Auburn Manufacturing Company (from all materials) Middletown

Gauges
The Bristol Co (pressure and vacuum—recording automatic control) Waterbury
Helicoid Gage Division American Chain & Cable Co Inc Bridgeport
Hart Engineering Div or W Hart Buick Co Inc (Plug Ring Snap Flush Pin & all types of special gauges) Hartford
American Standard Co Plantsville
Fonda Gage Company (special) Stamford
Manning Maxwell & Moore Inc Bridgeport

Gears—Reverse & Reduction for Motor Boats
The Snow-Nabstedt Gear Corp New Haven

Gears and Gear Cutting
The Hartford Special Machinery Co Hartford
The Gray Mfg Co (Zero Bevel) Hartford

General Plating
The Chromium Process Co (copper, nickel, chromium and cadmium plating) Derby

Glass and China
The Rocknell Silver Co (silver decorated) Meriden

Glass Blowing
Macalaster Bicknell Company New Haven

Glass Coffee Makers
The Silex Co 80 Pliny St Hartford

Glass Cutters
The Fletcher Terry Co Box 415 Forestville

Golf Equipment
The Horton Mfg Co (clubs, shafts, balls, bags) Bristol

Governors
The Pickering Governor Co (speed regulating, centrifugal, hydraulic) Portland

Greeting Cards
A D Steinbach & Sons Inc New Haven

Grinding
The Centerless Grinding Co Inc (Precision custom grinding; centerless, cylindrical, surfaces, internal and special) Bridgeport
19 Staples Street Hartford
The Hartford Special Machinery Co (gears, threads, cams and splines) Hartford

Grinding Machines
Rowbottom Machine Company Inc (cam) Waterbury

Grommets
The Plume & Atwood Mfg Co (brass and zinc) Waterbury

Hand Tools
The Bridgeport Hdwe Mfg Corp (nail pullers, scout axes, box opening tools, trowels, coping saws, putty knives) Bridgeport
The Peck Stow & Wilcox Co (Bit braces, chisels, dividers, draw knives, hammers, pliers squares, snips, wrenches) Southington

Hardware
The James J Ryan Tool Works (screw drivers, machinists' punches, cold chisels, scratch awls and nail sets) Southington

Hardware
Wilcox Crittenden & Co Inc (marine heavy and industrial) Middletown
The Bassick Company (Automotive) Bridgeport
Hall Mfg Co (bridge table) Ansonia
The Yale & Towne Manufacturing Company (builders) Stamford

Hardware—Trailer Cabinet
The Excelsior Hardware Co Stamford

Hardware, Trunk & Luggage
Corbin Cabinet Lock Div American Hardware Corp New Britain
J H Sessions & Son Bristol
The Yale & Towne Manufacturing Company Stamford

Hat Machinery
Doran Brothers Inc Danbury

Health, Surgical & Orthopedic Supports
The Berger Brothers Company (custom made for back, breast and abdomen) New Haven

Heat Treating
The A F Holden Co 52 Richard St West Haven
The Bennett Metal Treating Co Elmwood
1045 New Britain Ave
The Stanley P Rockwell Co Inc Hartford
296 Homestead Ave
The Driscoll Wire Company Shelton
New Britain-Gridley Machine Division
The New Britain Machine Co New Britain

Heat-Treating Equipment
The Autoyre Company Oakville
The Stanley P Rockwell Co Inc (commercial) 296 Homestead Ave Hartford
The Wallace Barnes Co Div Associated Spring Corp Bristol
The A F Holden Company 52 Richard Street W-st Haven (Main Plant)

Heat Treating Salts and Compounds
The A F Holden Company 52 Richard Street West Haven

Heating Apparatus
The Miller Company (domestic oil burners and heating devices) Meriden

Hex-Socket Screws
The Allen Manufacturing Co Hartford

Highway Guard Rail Hardware
Malleable Iron Fittings Co Branford

Hinges
Homer D Bronson Company Beacon Falls

Hobs and Hobbings
ABA Tool & Engineering Co Manchester (Adv.)

I T ' S M A D E I N C O N N E C T I C U T

Hoists and Trolleys
 Union Mfg Company New Britain
Hose Supporter Trimmings
 The Hawie Mfg Co (So-Lo Grip Tabs) Bridgeport

Hospital Signal Systems
 Connecticut Telephone & Electric Division of Great American Industries Inc Meriden

Hot Water Heaters
 Petroleum Heat & Power Co (Instantaneous domestic oil burner) Stamford

Hydraulic Brake Fluids
 Eis Manufacturing Co Middletown

Industrial Finishes
 Zapon Div Atlas Powder Co Stamford

Industrial and Marking Tapes
 The Seamless Rubber Company New Haven

Infra-Red Equipment
 The Leeds Electric and Mfg Co Hartford

Insecticides
 American Cyanamid & Chemical Corp Waterbury

Insecticide Bomb
 Bridgeport Brass Company (Aer-a-sol) Bridgeport

Insulated Wire Cords & Cable
 The Kerite Insulated Wire & Cable Co Inc Seymour

Instruments
 J-B-T Instruments Inc (Electrical and Temperature) New Haven

Insulation
 The Gilman Brothers Co Gilman

Insulating Refractories
 The Mullite Refractories Co Shelton

Inter-Communications Equipment
 Connecticut Telephone & Electric Division of Greta American Industries Inc Meriden

Jacquard
 Case Brothers Inc Manchester

Japanning
 J H Sessions & Son Bristol

Jig Borer
 Moore Special Tool Co (Moore) Bridgeport

Jig Boring
 Parsons Tool Inc New Britain

Jig Grinder
 American Standard Co Plantsville

Jigs & Fixtures
 American Standard Co Plantsville

Jointing
 The Raybestos Div of Raybestos-Manhattan Inc (compressed sheet) Bridgeport

Key Blanks
 Corbin Cabinet Lock Div American Hardware Corp New Britain

The Graham Mfg Co
 The Yale & Towne Manufacturing Company Derby

Labels
 J & J Cash Inc (Woven) South Norwalk

Label Moisteners
 Better Packages Inc Shelton

Laboratory Equipment
 Eastern Engineering Co New Haven

Laboratory Supplies
 Macalaster Bicknell Company New Haven

Lacquers & Synthetic Enamels
 Zapon Div Atlas Powder Co Stamford

Ladders
 A W Flint Co 196 Chapel St New Haven

Lamp Shades
 The Verplex Company Essex

Lamps
 The Rostand Mfg Company (brass, colonial style & brass candlesticks) Milford

Lathes
 The Bullard Company (vertical turret cutmaster and Multi-Au-Matic, vertical multi-spindle) Bridgeport

Leather
 Herman Roser & Sons Inc (Genuine Pigskin) Glastonbury

The Geo A Shepard & Sons Co
 (sheepskin, shoe upper, garment, grain and suede) Bethel

Leather Goods Trimmings
 The G E Prentice Mfg Co New Britain

Leather, Mechanical
 The Auburn Manufacturing Company (packings, cabs, washers, etc.) Middletown

Letterheads
 Lehman Brothers Inc (designers, engravers, lithographers) New Haven

Lighting Equipment
 The Miller Co (Miller, Duplexalite, Ivanhoe) Meriden

Waterbury Companies Inc
 Waterbury

Lightning Protection
 Edward H Brown Hartford & New Haven

Lithographing
 The New Haven Printing Company New Haven

Locks—Banks
 The Yale & Towne Manufacturing Company Stamford

Locks—Builders
 The Yale & Towne Manufacturing Company Stamford

Locks—Cabinet
 Corbin Cabinet Lock Div American Hardware Corp New Britain

The Excelsior Hardware Co
 The Yale & Towne Manufacturing Company Stamford

Locks—Special Purpose
 The Yale & Towne Manufacturing Company Stamford

Locks—Suit-Case and Trimmings
 Corbin Cabinet Lock Div American Hardware Corp New Britain

The Excelsior Hardware Co
 Corbin Cabinet Lock Div American Hardware Corp New Britain

Locks—Trunk
 The Excelsior Hardware Co Stamford

The Yale & Towne Manufacturing Company
 (and suitcase) Stamford

Locks—Zipper
 The Excelsior Hardware Co Stamford

Loom—Non-Metallic
 The Wiremold Company Hartford

Luggage Fabric
 The Falls Company Norwich

Lumber & Millwork Products
 The City Lumber Co of Bridgeport Inc Bridgeport

Machinery
 The Fenn Manufacturing Company (Special) Hartford

The Hallden Machine Company
 (mill) Thomaston

The Torrington Manufacturing Co
 (mill) Torrington

The Standard Machinery Co
 (bookbinders) Mystic

The Peck Stow & Wilcox Co
 (Machines & tools for sheet metal fabrication—manually & power operated) Southington

Machinery Dealers & Rebuilders
 Botwinik Brothers New Haven

Machinery Dealers Inc
 J L Lucas and Son New Haven

Machines
 Andrew C Campbell Div American Chain & Cable Co Inc (cutting & nibbling) Bridgeport

Special Devices Company
 (Special, New Developments) Berlin

The Patent Button Company
 Waterbury

Machines—Automatic
 The A H Nilson Mach Co (Special) Bridgeport

Globe Tapping Machine Company
 (dial type drilling and tapping) Bridgeport

Machines—Automatic Chucking
 New Britain-Gridley Machine Division

The New Britain Machine Co
 (multiple spindle—single and double end) New Britain

Machines—Automatic Screw
 New Britain-Gridley Machine Division

The New Britain Machine Co
 (single and multiple spindle) New Britain

Machines—Forming
 The A H Nilson Mach Co (four-slide wire and ribbon stock) Bridgeport

Machines—Precision Boring
 New Britain-Gridley Machine Division

The New Britain Machine Co
 New Britain

Machine Work
 Geo W Fleming Co Wallingford

The Hartford Special Machinery Co
 (contract work only) Hartford

The Torrington Manufacturing Co
 (special rolling mill machinery) Torrington

The Fenn Manufacturing Company
 (precision parts) Hartford

The Parker Stamp Works Inc
 (Special) Hartford

National Sherardizing & Machine Co
 (job) Hartford

The LaPointe Plascomold Corp
 (precision on molds, tools, dies, etc.) Unionville

Machines—Paper Ruling
 John McAdams & Sons Inc Norwalk

Magnets
 Cinaudagraph Div The Indiana Steel Products Co Stamford

Mail Boxes, Apartment & Residential
 Corbin Cabinet Lock Div American Hardware Corp New Britain

Mailing Machines
 Pitney-Bowes Inc Stamford

Manganese Bronze Ingot
 The Whipple and Choate Company Bridgeport

Marine Engines
 The Lathrop Engine Co Mystic

Marine Equipment
 The Rostand Mfg Co (portlights, deck, cabin and sailboat hardware) Milford

Wilcox Crittenden & Co Inc
 Kilborn-Sauer Company (running lights and searchlights) Middletown

Marking Devices
 The Hoggson & Pettis Mfg Co New Haven

The Parker Stamp Works Inc
 (steel and rubber) Hartford

Mattresses
 W T Barnum & Co Inc New Haven

Mattresses
 Palmer Brothers Co New London

Waterbury Mattress Co
 Waterbury

Mechanical Assemblies—Small
 M H Rhodes Inc Hartford

Mechanics Hand Tools
 The Bridgeport Hdwe Mfg Corp (screw drivers, wrenches, pliers, cold chisels, hammers, auto repair tools) Bridgeport

Metal Cleaners
 Apothecaries Hall Co Waterbury

Metal Cleaning Machines
 Colt's Patent Fire Arms Mfg Co Hartford

Metal Finishes
 Mitchell-Bradford Chemical Co Bridgeport

Metal Finishing
 National Sherardizing & Machine Co Hartford

Waterbury Plating Company
 Waterbury

Metal Goods
 Waterbury Companies Inc (to order) Waterbury

Metalizing
 Conn Metal Finishing Co Hamden

Metal Novelties
 The H C Cook Co 32 Beaver St Ansonia

Waterbury Companies Inc
 Waterbury

Metal Products
 The State Welding Company Hartford

Metal Products—Stampings
 J H Sessions & Son Bristol

Scovill Manufacturing Company
 (Made-to-Order) Waterbury 91

Waterbury Companies Inc
 Waterbury

Metal Specialties
 The Excelsior Hardware Co Stamford

Metal Stampings
 The Autoyre Co (Small) Oakville

The Patent Button Co
 The Excelsior Hardware Co Stamford

J H Sessions & Son
 The H C Cook Co 32 Beaver St Ansonia

The Grist Mfg Co
 503 Blake St New Haven

Waterbury Companies Inc
 Bridgeport

The J A Otterbein Company
 (metal fabrications) Middletown

Scovill Manufacturing Company
 Waterbury 91

The Verplex Company
 (Contract) Essex

The Plume & Atwood Mfg Co
 (brass, copper and steel) Waterbury

Saling Manufacturing Company
 The Stanley Works New Britain

The LaPointe Plascomold Corp
 Unionville

Meters—Gas
 The Sprague Meter Company Bridgeport

Microscope—Measuring
 Lundeberg Engineering Company Hartford

Milk Bottle Carriers
 The John P Smith Co 423-33 Chapel St New Haven

Millboard
 The Raybestos Div of Raybestos-Manhattan Inc (asbestos) Bridgeport

Milling Machines
 Rowbottom Machine Company Inc (cam) Waterbury

Mill Supplies
 Wilcox Crittenden & Co Inc Middletown

Millwork
 Hartford Builders Finish Co Hartford

Minute Minders
 The Lux Clock Mfg Co Waterbury

Mixing Equipment
 Eastern Engineering Co New Haven

Monuments
 The Beij & Williams Co Hartford

Motor Switches
 Gaynor Electric Company Inc Bridgeport

Moulded Plastic Products
 The Patent Button Co Waterbury

Colt's Patent Fire Arms Mfg Co
 Hartford

Waterbury Companies Inc
 The Watertown Mfg Co 117 Echo Lake Road Watertown (Advt.)

I T ' S M A D E I N C O N N E C T I C U T

Mouldings		Pet Furnishings		Presses	
The Himmel Brothers Co (architectural, metal and store front)	Hamden	The Andrew B Hendryx Co	New Haven	The Standard Machinery Co (plastic molding, embossing, and die cutting)	Mystic
Moulds		Pharmaceutical Specialties		The Henry & Wright Manufacturing Company (automatic mechanical)	Hartford
ABA Tool & Engineering Co	Manchester	Ernst Bischoff Company Inc	Ivoryton	Press Papers	
The Hoggson & Pettis Mfg Co (steel)	New Haven	Phosphor Bronze		Case Brothers Inc	Manchester
114 Brewery St		The Seymour Mfg Co	Seymour	Pressure Vessels	
The Sessions Foundry Co (heat resisting for non-ferrous metals)	Bristol	The Miller Company (sheets, strips, rolls)	Meriden	The Norwalk Tank Co Inc (unfired to ASME Code Par U 69-70)	South Norwalk
The Parker Stamp Works Inc (compression, injection & transfer for plastics)	Hartford	Phosphor Bronze Ingots		Printing	
Lundeborg Engineering Company (plastic)	Hartford	The Whipple and Choate Company	Bridgeport	The Case Lockwood & Brainard Co	Hartford
Napper Clothing		Photographic Equipment		The Heminway Corporation	Waterbury
The Standard Card Clothing Co (for textile mills)	Stafford Springs	Kalart Company Inc	Stamford	The Walker-Rackliff Company	New Haven
Nickel Anodes		Photo Reproduction		Hunter Press	Hartford
Apothecaries Hall Co	Waterbury	The New Haven Printing Company	New Haven	T B Simonds Inc	Hartford
The Seymour Mfg Co	Seymour	Piano Repairs		The New Haven Printing Company	New Haven
Nickel Silver		Pratt Read & Co Inc (keys and action)	Ivoryton	Printing Presses	
The Seymour Mfg Co	Seymour	Piano Supplies		Banthin Engineering Co (automatic)	Bridgeport
Nickel Silver Ingot		Pratt Read & Co Inc (keys and actions, backs, plates)	Ivoryton	Printing Rollers	
The Whipple and Choate Company	Bridgeport (Advt.)	Goodman Bros	Meriden	The Chambers-Storck Company Inc (engraved)	Norwich
Night Latches		Pickles		Production Control Equipment	
The Yale & Towne Manufacturing Company	Stamford	Pin Up Lamps		Wassell Organization (Produc-Trol)	Westport
Non-ferrous Metal Castings		The Verplex Company	Essex	United Cinephone Corporation	Torrington
The Miller Company	Meriden	Pipe		Propellers—Aircraft	
Nuts, Bolts and Washers		The American Brass Co (brass and copper)	Waterbury	Hamilton Standard Propellers Div United Aircraft Corp	East Hartford
Clark Brothers Bolt Co	Milldale	Howard Co (cement well and chimney)	New Haven	Propeller Fan Blades	
Office Equipment		Crane Company (fabricated)	Bridgeport	The Torrington Manufacturing Co	Torrington
Pitney-Bowes Inc	Stamford	Bridgeport Brass Co (brass & Copper)	Bridgeport	Pumps	
Underwood Corporation	Bridgeport & Hartford	Chase Brass & Copper Co (red brass and copper)	Waterbury	The Yale & Towne Manufacturing Company (Tri-rotor)	Stamford
Offset Printing		Pipe Fittings		Pumps—Small Industrial	
The New Haven Printing Company	New Haven	Malleable Iron Fittings Co	Branford	Eastern Engineering Co	New Haven
Oil Burners		The Corley Co Inc (300# AAR)	Plainville	Punches	
The Silent Glow Oil Burner Corp	Hartford	Pipe Plugs		The Hoggson & Pettis Mfg Co (ticket & cloth)	New Haven
1477 Park St		The Holo-Krome Screw Corporation (counter-sunk)	West Hartford	141 Brewery St	
Petroleum Heat & Power Co (domestic commercial and industrial)	Stamford	Plastic Buttons		Putty Softeners—Electrical	
The Miller Company (domestic)	Meriden	Colt's Patent Fire Arms Mfg Co	Hartford	The Fletcher Terry Co	Box 415 Forestville
Oil Burner Wick		Waterbury Companies Inc	Waterbury	Pyrometers	
The Raybestos Div of Raybestos-Manhattan Inc	Bridgeport	Plasticrete Bloc		The Bristol Co (recording and controlling)	Waterbury
Oil Tanks		Plasticrete Corp	Hamden	Quartz Crystals	
The Norwalk Tank Co Inc (550 to 30 M gals, underwriters above and under ground)	South Norwalk	Plastics—Moulders		Crystal Research Laboratories Inc	Hartford
Olives		The Watertown Mfg Co	Watertown	Radiation-Finned Copper	
John Magee & Co Incorporated	Saybrook	Waterbury Companies Inc	Waterbury	The G & O Manufacturing Company	New Haven
Ovens		Conn Plastics	Waterbury	Railroad Equipment	
American Machine & Foundry Co	New Haven	The Geo S Scott Mfg Co	Wallingford	The Rostand Mfg Co (baggage racks and mirrors for passenger cars)	Millford
Package Sealers		The LaPointe Plasmold Corp (custom work of compression type)	Unionville	Rayon Specialties	
Better Packages Inc	Shelton	Plastics—Moulds & Dies		The Hartford Rayon Corporation	Rocky Hill
Packing		The Parker Stamp Works Inc (for plastics)	Hartford	Rayon Yarns	
The Raybestos Div of Raybestos-Manhattan Inc (rubber sheet and automotive)	Bridgeport	Platers		The Hartford Rayon Corp	Rocky Hill
The Auburn Manufacturing Company (leather, rubber, asbestos, fibre)	Middletown	The Patent Button Co	Waterbury	Reamers	
Padlocks		The Plainville Electro Plating Co	Plainville	The O K Tool Co Inc (inserted tooth)	Shelton
Corbin Cabinet Lock Div American Hardware Corp	New Britain	Christie Plating Co	Groton	33 Hull St	
The Yale & Towne Manufacturing Company	Stamford	Waterbury Plating Company	Waterbury	Recorders	
Paints and Enamels		Platers—Chrome		The Bristol Co (automatic controllers, temperature, pressure, flow, humidity)	Waterbury
The Staminite Corp	New Haven	The Plainville Electro Plating Co	Plainville	Refractories	
The Tredennick Paint Mfg Co	Meriden	The Hartford Chrome Corporation	Hartford	Howard Company	New Haven
Panta		Nutmeg Chrome Corporation	Hartford	Regulators	
Moore Special Tool Co (crush wheel dresser)	Bridgeport	Platers' Equipment		Norwalk Valve Company (for gas and air)	South Norwalk
Paperboard		Apothecaries Hall Company	Waterbury	Resistance Wire	
Connecticut Corrugated Box Div	Robert Gair Co Inc	MacDermid Incorporated	Waterbury	The C O Jelliff Mfg Co (nickel, chromium, kanthal)	Southport
The New Haven Pulp & Board Co	New Haven	Plating		Respirators	
Paper Boxes		Conn Metal Finishing Co	Hamden	American Optical Company Safety Division	Putnam
National Folding Box Co (folding)	New Haven	Plumbers' Brass Goods		Retainers	
The New Haven Pulp & Board Co	New Haven	Bridgeport Brass Co	Bridgeport	The Hartford Steel Ball Co (bicycle & automotive)	Hartford
Robertson Paper Box Co (folding)	Montville	Scovill Manufacturing Company	Waterbury 48	Riveting Machines	
The Strouse Adler Co	New Haven	The Keeney Mfg Co (special bends)	Newington	The Grant Mfg & Machine Co	Bridgeport
Atlantic Carton Corp (folding)	Norwich	Plumbing Specialties		L-R Mfg Div of The Ripley Co	Torrington
The Warner Brothers Company	Bridgeport	John M. Russell Mfg Co Inc	Naugatuck	The Raybestos Div of Raybestos-Manhattan Inc (brake service equipment)	Bridgeport
M Backes' Sons Inc	Wallingford	Pole Line		The H P Townsend Mfg Company	Hartford
Paper Boxes—Folding and Setup		Malleable Iron Fittings Co	Branford	Rivets	
Bridgeport Paper Box Company	Bridgeport	The Williamsville Buff Mfg Co	Danielson	The Connecticut Manufacturing Company	Waterbury
Paper Clips		The Poly Choke Company (a shotgun choking device)	Tariffville	Clark Brothers Bolt Co	Milldale
The H C Cook Co (steel) 32 Beaver St	Ansonia	Postage Meters		The Blake & Johnson Co (brass, copper and non-ferrous)	Waterville
Paper Tubes and Cores		Pitney-Bowes Inc	Stamford	J H Sessions & Sons	Bristol
Sonoco Products Co (Climax-Lowell Div)	Mystic	Precious Metals		The Raybestos Div of Raybestos-Manhattan Inc (brass and aluminum tubular and solid copper)	Bridgeport
Parallel Tubes		The J M Ney Company (for industry)	Hartford	The Raybestos Div of Raybestos-Manhattan Inc (iron)	Bridgeport
Sonoco Products Co (Climax-Lowell Div)	Mystic	Prefabricated Buildings		The Plume & Atwood Mfg Co (brass and copper)	Waterbury
Parkerizing		The City Lumber Co of Bridgeport Inc	Bridgeport	The Chromium Process Company	Shelton (Advt.)
Clairglow Mfg Company	Portland	Preserves			
Passenger Transportation		Goodman Bros (and jellies)	Meriden		
The Connecticut Company (local, suburban and interurban)	New Haven	Press Buttons			
		Gaynor Electric Company Inc	Bridgeport		

I T ' S M A D E I N C O N N E C T I C U T

Rods	
The Bristol Brass Corp (brass and bronze)	Bristol
Scovill Manufacturing Company (Brass and Bronze)	Waterbury 91
Roller Skates	
Winchester Repeating Arms Company Division	New Haven
Olin Industries Inc	New Haven
Rubber Chemicals	
The Stamford Rubber Supply Co ("Factice" Vulcanized Vegetable Oils)	Stamford
Rubberized Fabrics	
The Duro-Gloss Rubber Co	New Haven
Rubber Footwear	
The Goodyear Rubber Co	Middletown
United States Rubber Prod Inc (Keds, Kedettes, Gaytees, U S Royal Footwear)	Naugatuck
Rubber Gloves	
The Seamless Rubber Company	New Haven
Rubber Products, Mechanical	
The Auburn Manufacturing Company (washers, gaskets, molded parts)	Middletown
Rubbish Burners	
The John P Smith Co	423-33 Chapel St New Haven
Safety Clothing	
American Optical Company Safety Division	Putnam
Safety Fuses	
The Ensign-Bickford Co (mining & detonating)	Simsbury
Safety Gloves and Mittens	
American Optical Company Safety Division	Putnam
Safety Goggles	
American Optical Company Safety Division	Putnam
Sandblasting	
The Beij & Williams Co	Hartford
Saw Blades	
The Capewell Mfg Co (Hack Saw, Band Saw)	Hartford
Saws, Band, Metal Cutting	
Atlantic Saw Mfg Co	New Haven
Scales—Industrial Dial	
The Kron Company	Bridgeport
Scissors	
The Acme Shear Company	Bridgeport
Screw Caps	
The Weimann Bros Mfg Co (small for bottles)	Derby
Screws	
The Blake & Johnson Co (machine)	Waterville
Corbin Screw Div American Hardware Corp	New Britain
Clark Brothers Bolt Co	Middledale
The Charles Parker Co (wood)	Meriden
Scovill Manufacturing Company	Waterbury 48
The Connecticut Mfg Co (machine)	Waterbury
The Holo-Krome Screw Corporation (socket set and socket cap)	West Hartford
The Chromium Process Company	Shelton
Atlantic Screw Works (wood)	Hartford
Screw Machines	
The H P Townsend Mfg Company	Hartford
Screw Machine Accessories	
Barnaby Manufacturing and Tool Company	Bridgeport
Screw Machine Products	
The Apex Tool Co Inc	Bridgeport
Chas E Lowe Co	Wethersfield
The Connecticut Manufacturing Company	Waterbury
Corbin Screw Div American Hardware Corp	New Britain
The Blake & Johnson Co	Waterville
The Centerless Grinding Co Inc (Heat treated and ground type only)	Bridgeport
19 Staples Street	Bridgeport
The Eastern Machine Screw Corp	New Haven
Truman & Barclay Sts	New Haven
The Humason Mfg Co	Forestville
Geo W Fleming Co	Wallingford
The Greist Mfg Co (Up to 1½" capacity)	New Haven
Scovill Manufacturing Company	Waterbury 91
Nelson's Screw Machine Products	Plantville
The Plume & Atwood Mfg Co	Waterbury
The Peck Spring Co	Plainville
Watkins Manufacturing Co Inc	Milford
Bristol Screw Corporation	Plainville
Olson Brothers Company (up to ¾" capacity)	Plainville
Waterbury Machine Tools & Products Co (B & S & Swiss type automatic)	Waterbury
The New Britain Machine Company	New Britain
Screw Machine Tools	
Somma Tool Co (precision circular form tools)	Waterbury
Sealing Tape Machines	
Better Packages Inc	Shelton
Seasoning	
Maggi Co Inc (Maggi's)	New Milford
Sewing Machines	
The Greist Mfg Co (Sewing machine attachments)	503 Blake St New Haven
The Merrow Machine Co (Industrial)	Hartford
The Singer Manufacturing Company (industrial)	Bridgeport
Shaving Soaps	
The J B Williams Co	Glastonbury
Shears	
The Acme Shear Co (household)	Bridgeport
Sheet Metal Products	
The American Brass Co (brass and copper)	Waterbury
Merriam Mfg Co (security boxes, fitted tool boxes, tackle boxes, displays)	Durham
United Advertising Corp Manufacturing Division (Job and Production Runs)	New Haven
Waterbury Companies Inc	Waterbury
Sheet Metal Stampings	
The American Buckle Co	West Haven
The Patent Button Co	Waterbury
J H Sessions & Son	Bristol
Waterbury Companies Inc	Waterbury
Hall Mfg Co	Ansonia
Sh'pment Sealers	
Better Packages Inc	Shelton
Showcase Lighting Equipment	
The Wiremold Company	Hartford
Shower Stalls	
Dextone Company	New Haven
Signals	
The H C Cook Co (for card files)	Ansonia
32 Beaver St	Ansonia
Silks	
Cheney Brothers	South Manchester
Sizing and Finishing Compounds	
American Cyanamid & Chemical Corp	Waterbury
Slide Fasteners	
Shoe Hardware Div U S Rubber Company (Kwik zippers)	Waterbury
Smoke Stacks	
The Bigelow Company (steel)	New Haven
Soap	
The J B Williams Co (industrial soaps, toilet soaps, shaving soaps)	Glastonbury
Solder—Soft	
Torrey S Crane Company	Plantsville
Special Machinery	
The H P Townsend Mfg Company	Hartford
National Sherardizing & Machine Co (mandrels & stock shells for rubber industry)	Hartford
The Henry & Wright Manufacturing Company	Hartford
Lundberg Engineering Company	Hartford
Boesch Mfg Co Inc (designed and built)	Danbury
Special Parts	
The Greist Mfg Co (small machined, especially precision stampings)	New Haven
Special Industrial Locking Devices	
Corbin Cabinet Lock Div American Hardware Corp	New Britain
Special Tools & Dies	
Lundberg Engineering Company	Hartford
Spinnings	
The Gray Manufacturing Company	Hartford
Sponge Rubber	
The Sponge Rubber Products Co	Shelton
Spreads	
Palmer Brothers Company	New London
Spring Coiling Machines	
The Torrington Manufacturing Co	Torrington
Spring Units	
Owen Silent Spring Co Inc (mattresses and furniture)	Bridgeport
Spring Washers	
The Wallace Barnes Co Div Associated Spring Corp	Bristol
Springs—Coil & Flat	
The Humason Mfg Co	Forestville
The Wallace Barnes Co Div Associated Spring Corp	Bristol
The Han-Dee Spring and Manufacturing Co (Coil and Flat)	Hartford
The Peck Spring Co	Plainville
Springs—Flat	
The Wallace Barnes Co Div Associated Spring Corp	Bristol
Springs—Furniture	
Owen Silent Spring Co Inc	Bridgeport
Springs—Wire	
The Connecticut Spring Corporation (compression, extension, torsion)	Hartford
The Wallace Barnes Co Div Associated Spring Corp	Bridgeport
New England Spring Mfg Co	Unionville
J W Bernston Company (Coil and Torsion)	Plainville
D R Templeman Co (jewelry)	Plainville
Springs, Wire & Flat	
The Autoyre Company	Oakville
Stair Pads	
Palmer Brothers Company	New London
Stamps	
The Hoggson & Pettis Mfg Co (steel)	New Haven
141 Brewery St	New Haven
The Parker Stamp Works Inc (steel & rubber)	Hartford
Stampings	
The Han-Dee Spring and Manufacturing Co (Small)	Hartford
Stampings—Small	
Rogers Corporation (Fibre Cellulose Paper)	Manchester
The Greist Manufacturing Co	New Haven
Scovill Manufacturing Company	Waterbury 91
The Wallace Barnes Co Div Associated Spring Corp	Bristol
Waterbury Companies Inc	Waterbury
The L C White Company	Waterbury
Steel	
The Stanley Works (hot and cold rolled strip)	New Britain
Steel Castings	
The Hartford Electric Steel Co (carbon and alloy steel)	540 Flatbush Ave Hartford
Malleable Iron Fittings Co	Branford
Nutmeg Crucible Steel Co	Branford
Steel—Cold Rolled Spring	
The Wallace Barnes Co Div Associated Spring Corp	Bristol
Steel—Cold Rolled Stainless	
Wallingford Steel Company	Wallingford
Steel—Cold Rolled Strip and Sheets	
Wallingford Steel Company	Wallingford
Steel Goods	
Merriam Mfg Co (sheets products to order)	Durham
Waterbury Companies Inc	Waterbury
Steel—Magnetic	
Cinaudagraph Div The Indiana Steel Products Co (Permanent)	Stamford
Steel Strapping	
The Stanley Works	New Britain
Steel—Structural	
The Berlin Construction Co Inc (fabricated)	Berlin
Stereotypes	
W T Barnum & Co Inc	New Haven
Stop Clocks, Electric	
The H C Thompson Clock Co	Bristol
Straps, Leather	
The Auburn Manufacturing Company (textile, industrial, skate, carriage)	Middletown
Studio Couches	
Waterbury Mattress Co	Waterbury
Super Refractories	
The Mullite Refractories Co	Shelton
Surface Metal Raceways & Fittings	
The Wiremold Company	Hartford
Surgical Dressings	
The Seamless Rubber Company	New Haven
Acme Cotton Products Co Inc	East Killingly
Surgical Rubber Goods	
The Seamless Rubber Company	New Haven
Switchboards Wire and Cables	
Rockbestos Products Corp (asbestos insulated)	New Haven
Synchronous Motors	
The R W Cramer Company Inc	Centerbrook
Tanks	
The Bigelow Company (steel)	New Haven
Storts Welding Company (steel and alloy)	Meriden
Tape	
The Russell Mfg Co	Middletown
Tap Extractors	
The Walton Co	94 Allyn St Hartford (Advt.)

IT'S MADE IN CONNECTICUT

Taps, Collapsing
The Geometric Tool Co New Haven

Tarred Lines
Brownell & Co Inc Moodus

Tea
Upham Food Products Inc (package and tea balls) Hawleyville

Telemetering Instruments
The Bristol Co Waterbury

Textile Machinery
The Merrow Machine Co 2814 Laurel St Hartford

Textile Mill Supplies
Ernst Bischoff Company Inc Ivoryton

Textile Processors
The Aspinook Corp (cotton) Jewett City
American Dyeing Corporation (rayon, acetate) Rockville

Therapeutic Equipment
Airadio Incorporated Stamford

Thermometers
The Bristol Co (recording and automatic control) Waterbury
Manning Maxwell & Moore Inc Bridgeport

Thermostats
Bridgeport Thermostat Company Inc (automatic) Bridgeport

Thin Gauge Metals
The Thinsheet Metals Co (plain or tinned in rolls) Waterbury

Thread
Max Pollack & Co Inc Groton & Willimantic
The American Thread Co (cotton sewing) Willimantic
The Gardiner Hall Jr Co (cotton sewing) South Willington
Wm Johl Manufacturing Co Mystic
The Lloyd E Cone Thread Co (industrial cotton sewing) Moodus

Threading Machines
The Grant Mfg & Machine Co (double and automatic) Bridgeport

Time Recorders
Stromberg Time Corp Thomaston

Timers, Interval
The H C Thompson Clock Co Bristol
The R W Cramer Company Inc Centerbrook

Timing Devices
Seth Thomas Clocks Thomaston
The United States Time Corporation Waterbury

Timing Devices & Time Switches
The R W Cramer Company Inc Centerbrook
M H Rhodes Inc Hartford

Tinning
Wilcox Crittenden & Co Inc Middletown
The Thinsheet Metals Co (non-ferrous metals in rolls) Waterbury

Tool Designing
American Standard Co Plantsville

Tools
The Hoggson & Pettis Mfg Co (rubber workers) 141 Brewery St New Haven
The O K Tool Co Inc (inserted tooth metal cutting) 33 Hull St Shelton

Tools & Dies
Moore Special Tool Co Bridgeport

Tools, Dies & Fixtures
The Greist Mfg Co New Haven
The Parker Stamp Works Inc (special) Hartford
Fonda Gage Company (also jigs) Stamford

Tools, Hand & Mechanics
The Bridgeport Hardware Mfg Corp (screw drivers, nail pullers, box tools, wrenches, auto tools, forgings & specialties) Bridgeport

Toys
A C Gilbert Company New Haven
The Gong Bell Co East Hampton
The N N Hill Brass Co East Hampton
Waterbury Companies Inc Waterbury
The Geo S Scott Mfg Co Wallingford

Trucks—Industrial
George P Clark Co Windsor Locks
The State Welding Company Hartford

Trucks—Lift
The Excelsior Hardware Co Stamford
George P Clark Co Windsor Locks

Trucks—Skid Platforms
The Excelsior Hardware Co (lift) Stamford

Tube Bending
American Tube Bending Co Inc New Haven

Tube Clips
The H C Cook Co (for collapsible tubes) 32 Beaver St Ansonia
The Weimann Bros Mfg Co (for collapsible tubes) Derby

Tubing
The American Brass Co (brass and copper) Waterbury
Scovill Manufacturing Company (Brass and Copper) Waterbury 91

Tubing—Heat Exchanger
Scovill Manufacturing Company Waterbury 91

Turret Lathe Products
Geo W Fleming Co Wallingford

Typewriters
Underwood Corporation Hartford
Royal Typewriter Co Inc Hartford

Typewriters—Portable
Underwood Corporation Hartford

Typewriter Ribbons and Supplies
Underwood Corporation Hartford and Bridgeport

Underclearer Rolls
Sonoco Products Co (Climax-Lowell Div) Mystic

Union Pipe Fittings
The Corley Co Inc (300# AAR) Plainville

Upholstery Fabrics—Woolen & Worsted
Broad Brook Company (automobile, airplane, railroad) Broad Brook

Vacuum Bottles and Containers
American Thermos Bottle Co Norwich

Vacuum Cleaners
The Spencer Turbine Co Hartford

Valves
Norwalk Valve Company (sensitive check valves) South Norwalk

Valves—Automatic Air
Beaton & Cadwell Mfg Co New Britain

Valves—Automobile Tire
Bridgeport Brass Company Bridgeport

Valves—Radiator Air
Bridgeport Brass Company Bridgeport

Valves—Relief & Control
Beaton & Cadwell Mfg Co New Britain

Valves—Safety & Relief
Manning Maxwell & Moore Inc Bridgeport

Varnishes
The Staminit Corp New Haven

Velvets
The Velvet Textile Corporation (velveteen) West Haven
The Leiss Velvet Mfg Co Inc Willimantic

Ventilating Systems
Colonial Blower Company Hartford
Connecticut Blower Company Hartford

Vibrators—Pneumatic
New Haven Vibrator Company (industrial) New Haven

Vises
The Charles Parker Co Meriden
The Fenn Manufacturing Company (Quick-Action Vises) Hartford

Washers
The Blake & Johnson (brass, copper & non-ferrous) Waterbury
American Felt Co (felt) Glenville
Clark Brothers Bolt Co Milldale
The Sessions Foundry Co (cast iron) Bristol
J H Sessions & Son Bristol
The Raybestos Div of Raybestos-Manhattan Inc (clutch washers) Bridgeport
The Auburn Manufacturing Company (all materials) Middletown
The Plume & Atwood Mfg Co (brass & copper) Waterbury
Saling Manufacturing Company (made to order) Unionville

Watches
Benrus Watch Co 30 Cherry St Waterbury
The United States Time Corporation Waterbury

The New Haven Clock and Watch Co (pocket & wrist)
New Haven

Waterproof Dressings for Leather
The Viscol Company Stamford

Wedges
Saling Manufacturing Company (hammer & axe) Unionville

Welding
The Porcupine Company Bridgeport
The State Welding Company Hartford
G E Wheeler Company (Fabrication of Steel & Non-Ferrous Metals) New Haven
Industrial Welding Company (Equipment Manufacturers—Steel Fabricators) Hartford

Welding—Lead
Storts Welding Company (tanks and fabrication) Meriden

Welding Rods
The Bristol Brass Co (brass & bronze) Bristol

Wheels
Hall Mfg Co Ansonia

Wheels—Industrial
George P Clark Co Windsor Locks

Wicks
The Russell Mfg Co Middletown
The Raybestos Div of Raybestos-Manhattan Inc (oil burner wicks) Bridgeport
The Auburn Manufacturing Company (felt, asbestos) Middletown

Wire
The Bristol Brass Corp (brass & bronze) Bristol
The Driscoll Wire Co (steel) Shelton
Hudson Wire Co Winsted Div (insulated & enameled magnet) Winsted
The Atlantic Wire Co (steel) Branford
The Platt Bros & Co (zinc wire) P O Box 1030 Waterbury
Rockbestos Products Corp (asbestos insulated) New Haven
Scovill Manufacturing Company (Brass, Bronze, and Nickel Silver) Waterbury 91
The Bartlett Hair Spring Wire Co (Hair Spring) North Haven

Wire Arches and Trellis
The John P Smith Co New Haven
423-33 Chapel St

Wire Baskets
Rolock Inc (for acid, heat, degreasing) Fairfield

Wire Cable
The Bevin-Wilcox Line Co (braided) East Hampton

Wire Cloth
The C O Jelliff Mfg Co (all metals, all meshes) Southport

Wire Drawing Dies
The John P Smith Co New Haven
423-33 Chapel St
Rolock Incorporated Fairfield

Wire Dipping Baskets
The John P Smith Co New Haven
423-33 Chapel St

Wire—Enameled Magnet
Sweet Wire Co Winsted

Wire Formings
The Autoyre Co Oakville
The Verplex Company Essex

Wire Forms
The Connecticut Spring Corporation Hartford
The Humason Mfg Co Forestville
The Wallace Barnes Co Div Associated Spring Corp Bristol
New England Spring Mfg Co Unionville

Wire Goods
The Patent Button Co Waterbury
The American Buckle Co (overall trimmings) West Haven
Scovill Manufacturing Company (To Order) Waterbury 91

Wiremolding
The Wiremold Company Hartford

Wire Products
Clairglow Mfg Company Portland

Wire Reels
The A H Nilson Mach Co Bridgeport

Wire Partitions
The John P Smith Co New Haven
423-33 Chapel St

Wire Rings
The American Buckle Co (pan handles and tinner's trimmings) West Haven

Wire Shapes
Bridgeport Chain & Mfg Co Bridgeport

Wire—Specialties
The Andrew B Hendryx Co New Haven

Wood Handles
The Salisbury Cutlery Handle Co (for cutlery & small tools) Salisbury

Woodwork
C H Dresser & Son Inc (Mfg all kinds of woodwork) Hartford
Hartford Builders Finish Co Hartford

Woven Awning Stripes
The Falls Company Norwich

Yarns
The Ensign-Bickford Co (jute carpet) Simsbury
The Aldon Spinning Mills Corporation (fine woolen and specialty) Talcottville

Zinc
The Platt Bros & Co (ribbon, strip and wire) P O Box 1030 Waterbury

Zinc Castings
Newton-New Haven Co Inc 688 Third Ave West Haven (Adv.)



Here's the way to apply ALLEN holding-power to comparatively thin plates where a flush top surface must be achieved, with no gap between the screw head and surrounding metal.

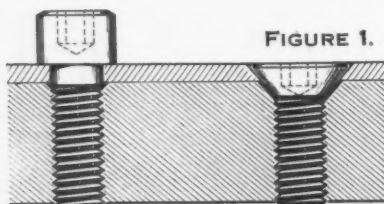


FIGURE 1.

Note that top piece of metal in Figure 1 above, (right) is thinner than head height of the Flat Head Cap Screw. There's more binding surface under the head than is the case with a projecting-head screw, and the angle helps lock the screw in place by drawing down on a conical surface.

Figure 2 (below) shows application in a comparatively thicker plate. Here the flush surface is retained without weakening the metal with a deep countersink. Maximum strength in the screw itself is assured by "pressur-forming" of special-analysis ALLENOY steel.

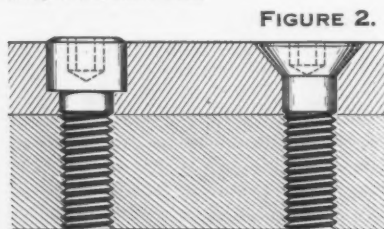


FIGURE 2.

Your local Allen Distributor will supply you with samples to try out these signal advantages of the Flat Head Cap Screws. Ask him or call us. Engineering data on request.

THE ALLEN MFG. COMPANY
HARTFORD, CONNECTICUT, U. S. A.

Service Section

WANTED: 1 No. 6 Brown & Sharpe Full Automatic Screw Machine. 1 No. 2G Brown & Sharpe Automatic Screw Machine Serial number over 10,000, will trade against price a No. 2 Brown & Sharpe Automatic Screw Machine with Turner Drive or straight cash. Address S. E. 1357.

VETERAN, age 25, who will be enrolled at Leland, Stanford University, Palo Alto, California, is seeking to represent Connecticut manufacturer in San Francisco territory. No car. Address S. A. 31.

BUSINESS CONNECTION WANTED. Attorney, private and government legal and administrative experience, desires connection with promising small manufacturing enterprise. Either purchase or substantial investment would be considered. Address O. W. 46.

MANUFACTURER of fine pitch gears has facilities open for production of fine pitch gears and pinions in pitches from 12-200 in any machinable material. Also some time for small tools, dies, model work and experimental development work using gears. Address M. T. A. 328.

MANUFACTURER has available capacity on No. 3, No. 1A and No. 2A Warner & Swasey and No. 3 and No. 7 Jones and Lamson Turret Lathes, also some milling, grinding and drilling capacity for secondary operations. Address M. T. A. 329.

OPEN CAPACITY on 75 K.V.A. air operated, electrically timed spot welder. Will join up to 2 thicknesses of 3/16 steel—short or long runs. Address M. T. A. 330.

PRODUCTION MILLING, plain and spiral, Horizontal and Vertical. Cylindrical grinding, capacity to 36". Facilities available on sub-contract basis. Address M. T. A. 331.

WANTED: Firm in Philippines desires representation in a general line of imports. Also handles exports. Firm has office and warehouse facilities. Address SA 32.

WANTED: 100 steel lockers. Address SE 1377.

FOR SALE: Minor & Peck Drop Hammers, with drop lifters (one lifter without Hammer and Anvil): No. 1, 500 lbs., 3 ton anvil; No. 4, 250 lbs., 2 ton anvil; 4-A, 250 lbs., 3 ton anvil; No. 2, 500 lbs., 5 ton anvil; No. 1-A, 500 lbs., 5 ton anvil; No. 3, 6 ton anvil; No. 5, 1800 lbs., 18 ton anvil; No. 9, 600 lbs., 6 ton anvil; No. 6, 1200 lbs., 12 ton anvil; No. 8, 1200 lbs., 12 ton anvil; No. 7, 1500 lbs., 12 ton anvil. Address SE 1378.

WANTED: Welding generator, 40 volts, 200 or 300 amperes, to be driven by a motor operating on 440 volts, 3 phase, 60 cycles. Address SE 1380.

WANTED: Rectifier, primary voltage either 110 or 220 A. C. single phase, secondary voltage, 6 to 8 D. C., capacity, 3,000 Amps. (approx.), furnished with rheostat, variable between 50 and 3,000 Amps.; OR Motor Generator with same specifications. Address SE 1383.

WANTED: Gasoline powered air compressor (about 40-50 c.f.m. capacity); Sandblast booth (Ruemlire preferred) with incidental equipment. Address SE 1385.

WANTED: A large quantity of sixteen or more strands, No. 30 Bare or Tin Copper Wire, insulated with 1/64" or 1/32" Rubber, Cotton covered, any color, white, black, red or blue, or assorted. Address SE 1386.

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**FOR MORE PEOPLE
THAN EVER . . .**

We added more than 51,000 telephones in Connecticut during the first seven months of 1946 — more than twice as many as we ever added in a seven month period before.

We're handling almost half a million more local calls a day than a year ago while out-of-town calls have soared more than 27%.

Putting in all those telephones and taking care of all those extra calls, regardless of material shortages, is one of the biggest jobs your telephone company ever has done.

Best part is that service has remained good on most calls. There are some delays, but we're working on them, too. Service will be better than ever as soon as new equipment can be made and installed.

During the next three years your telephone company plans to spend \$39,000,000 to provide more and better telephone service in Connecticut.

**THE SOUTHERN NEW ENGLAND
TELEPHONE COMPANY**

THE CASE, LOCKWOOD & BRAINARD CO.
HARTFORD [1946] CONNECTICUT

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